

**PERSONAL HISTORY OF THE
UNIVERSITY OF ALASKA, SOUTHEAST**

BY

Dr. William Russell Jones, Professor Emeritus

FOREWORD

“In 1984 I retired from the University of Alaska Southeast, as Vice Chancellor. At that time Chancellor Michael Paradise suggested that I write a history of the University of Alaska Juneau, as I had been there from the very beginning, even before the University of Alaska Juneau was officially organized in 1972. Further, I had served in several administrative positions for most of that thirteen-year period and had first-hand knowledge of the changes which had occurred.

After careful consideration, I agreed that someone with first-hand knowledge of the early development of the University of Alaska in Southeast should record its history. I decided to give it a try.

I decided against writing a statistical history full of charts and figures. This kind of material is available in the UAS library. Instead, I decided to write a narrative history based upon my personal experiences and impressions. This gave me more opportunity to reflect on the circumstances and individuals involved in the changes that occurred over the years, and possibly to provide some insight into why they happened. Therefore, this is a personal review of events and personalities that shaped UASE, UAJ and finally UAS into the living, ever changing organization we see today.”

The above quote was written several years ago, and my “book” was put aside and forgotten. I have recently been asked for some information on UAS and it has sparked me into working on the “book” once again. I can only write about the years in which I was actively involved, although much has taken place since my retirement in 1984. This is my own personal account, and not that of anyone other than myself.

The University of Alaska Southeast has evolved from classrooms in borrowed buildings to the beautiful campus it is today. It began with one part-time administrator and one or two faculty members and now has many highly quality administrators and faculty. Once what was considered the “step-child” of the University of Alaska system is now a major contributor of high academic quality. I am proud to have been a part of the University of Alaska Southeast. It is a campus of high standards and great potential. I wish continued success to all who participate in furthering the development of this fine institution.

Dr. W. Russell Jones, Professor Emeritus, UAS

A PERSONAL HISTORY OF THE UNIVERSITY OF ALASKA SOUTHEAST

THE BEGINNING

The University of Alaska, Juneau was born in controversy and has been surrounded by controversy ever since. That this controversy was still alive fourteen years after UAJ's birth was illustrated by an article in the November 13, 1985 issue of the Juneau Empire in which Alaska Senator Jan Faiks was quoted as follows: "I don't think we can afford UAJ. And if I stay in the legislature I would not be opposed to closing that campus or making it a community college campus."

This, of course, caused considerable concern among UAJ students and Juneau legislators. The controversy heated up when the president of the United Students of UAJ stated, "All we have to say in response to Senator Faik's comments is she is wrong to even suggest a change in status for UAJ. She has indicated a real lack of sophistication and awareness about UAJ's true stature and it's contribution to the Southeastern community and the statewide community." Juneau's Representatives Jim Duncan and Mike Miller and Senator Bill Ray all said the time to make UAJ a community college was past. "The battle for a four-year institution was fought and won on its merits years ago," said Miller.

Sometimes I felt that it was a wonder that UAJ ever was established and a miracle that it developed as it has. Most of the time, however, I felt that Southeast Alaska was destined to have a four-year university center, and given conditions as they were in the 1970's and early 1980's, UAJ's establishment was inevitable. An examination of UAJ's history will include some of these issues, but maybe it will make the controversy that surrounded UAJ at that time a little more understandable.

Higher education in Juneau began with the establishment of the Juneau-Douglas Community College in 1956. Dr. Dorothy Novatney was its first director. The college was jointly funded and administered by the Juneau-Douglas Independent School District and the University of Alaska. Classes were held in school district buildings until 1966 when the City Council leased the old Fifth Street School to the community college. In 1969, after several years of planning, the first building on the new Auke Lake Campus, was completed and occupied. Business and vocational classes continued to be offered at the downtown Fifth Street School. Mr. Fred Koschmann, who had succeeded Dr. Novatney as Director in 1969, stated that the opening of the Auke Lake Campus was met with mixed emotions. Some residents complained that building a campus eleven miles from Juneau was the height of folly. They argued that all of the Community College programs should be offered from a downtown campus so that transportation would not be a problem for students. Others felt that dividing the facilities and programs between downtown and Auke Lake would make it difficult for students to attend all the classes they needed for their individual programs. On the other side of the issue were those who pointed out that the Auke Lake site was probably the most beautiful location in the state for a college campus. This

controversy at UAJ, which inherited the Auke Lake site, more than compensated for the inconvenience of its remote location.

In October 1969 I was appointed Director of the Division of Instructional Services in the Alaska Department of Education. Soon after moving to Juneau, I became acquainted with JDCC Director Fred Koschmann and Roberta Stell, the new head of JDCC's Business Department. Mr. Koschmann had his office on the Auke Lake campus and Mrs. Stell served as an administrator and instructor in the downtown Fifth Street School location. Though the Community College had only three or four full-time instructors at the time, it was able to meet most of the non-degree needs of the community by offering many courses taught by part-time and/or temporary grant-funded instructors.

The University of Alaska's Division of Statewide Services offered some upper-division, and graduate courses in Juneau. Dr. Charles O. Ferguson directed this division from his office on the Fairbanks campus of the University.

In my position as Director of Instructional Services for the Alaska Department of Education I regularly came in contact with the teachers and administrators in Alaska's public schools. It soon became apparent that educators in Southeast Alaska did not have an opportunity to enroll in university courses in sufficient quantity to help them upgrade their skills, nor to meet the requirements for certification renewal. In an effort to remedy this situation, I contacted Dr. Ferguson and asked if more courses could be offered in Southeast. He proposed that we discuss this problem the next time I went to Fairbanks.

On a cold day in the winter of 1969 I walked into the Office of the Statewide Services and met Dr. Ferguson for the first time. He was somewhat short and stocky, but well groomed and efficient in his appearance and actions. He extended his hand, and with a warm smile stated, "Dr. Jones! I'm certainly happy to meet you. I'm Chuck Ferguson. Please call me Chuck. May I call you Russ?" I replied, "Certainly, Chuck. I'm sure we can more easily find solutions to our mutual problems if we can be completely open and informal in our discussions." After that, we were always "Chuck" and "Russ" to each other unless we were in meetings where formal titles were called for.

After several hours of discussion that afternoon and over dinner in the evening, Dr. Ferguson and I had agreed on measures that would improve the higher education offerings in Alaska. The University of Alaska, Fairbanks, the University of Alaska, Anchorage, and Statewide Services were fairly well meeting the needs for courses in the Interior, so increasing the offerings in Southeast was the highest priority at the time.

To provide some immediate relief, Dr. Ferguson agreed to earmark more of the budget for offering additional courses in Southeast. In return, I agreed to accept an assignment as "Adjunct Professor", teaching courses for the University in my "spare" time. Further, I agreed to identify other qualified individuals who could teach courses on a part-time basis in Southeast.

Returning to Juneau with high hopes, I began teaching several courses for educators in Juneau, Ketchikan, Sitka, Petersburg and Wrangell. In cooperation with the Alaska Association of School Administrators, I also offered a course for Alaska school administrators at Glacier Bay National Monument. Evaluations of these courses were quite positive by the enrolled educators, resulting in requests for more courses than I could provide. Dr. Ferguson was sympathetic to these requests, and talked with me several times about ways to increase the number of course offerings. He was impressed by the response to the improved offerings in Southeast, and pledged to do everything he could to further improve the program.

Dr. Ferguson made several trips to Juneau in 1970 and early 1971, discussing possibilities for improvement with me, and Fred Koschmann, Director of Juneau-Douglas Community College. Finally, one day in the early spring of 1971 he came into my office at the State Department of Education and said he thought he had a solution to the problem. By adjusting his budget, he had identified sufficient funds to hire a full-time professor to coordinate and teach education courses in Southeast Alaska. I told Chuck I was enthusiastic in supporting this idea and suggested that he hire someone to fill this position as soon as possible. He hummed and hawed for a few minutes, indicating that it would be hard to find a qualified professor who understood the needs of Southeastern educators and the logistical problems of delivering the needed courses in a three-hundred mile long region where no two communities were connected by road. Coping with the vagaries of air and water transportation would be a major problem for someone not familiar with the situation.

I agreed that this was a real but not insurmountable problem, and suggested that someone from the Fairbanks or Anchorage campus might want the job. Chuck said he had explored that possibility, but had found no one who was interested that he could recommend. He then turned to me and said, "Russ, why don't you take the position?" I was surprised at this proposal, and after a few minutes of consideration, I replied, "No, Chuck. I have just begun to establish some changes in the Division of Instructional Services, which I hope will help us serve school districts better. Further, my relationship with the Commissioner is very good, and I do not want to cut short that relationship after only two years on the job." Chuck answered, "I know you have considered getting into higher education, Russ. This is a fine opportunity to do so. Don't close the door on this idea now. Think about it and I'll talk to you again the next time I am in Juneau".

The more I thought about it the more I was intrigued with the possibility of improving educational opportunities for Southeast educators, many of whom I had come to know as friends as well as colleagues. I decided to talk to Commissioner Cliff Hartman about it.

Dr. Hartman was a very personable individual, and when I entered his office he said, "Pull up a chair, Russ. Would you like a cup of coffee"? I nervously accepted the coffee, and then told Dr. Hartman of my conversation with Chuck Ferguson. Cliff thought for a minute before he replied, "Well, Russ, you have done a good job here and I would hate to see you leave. However, you must remember that your position is a semi-political

appointment, and the new governor may want to make some changes. You should consider that in any decision you make”.

After thinking more about what he said, I knew he was right. It was true that Governor Miller had been defeated by Bill Egan in the 1970 election and had instructed the Alaska Board of Education to nominate individuals to replace Dr. Cliff Hartman as Commissioner of Education. In fact, those nominations had been submitted and Governor Egan had appointed Dr. Marshall Lind as Cliff Hartman's replacement. Dr. Lind was Superintendent of Schools in Kodiak, and from information I had received, he was an excellent administrator. I did not know, however, how he felt about my continuing as Director. Therefore, I made an appointment to talk with Marshall the next time he was in Juneau.

In my meeting with Dr. Lind, he stated that he had received good reports on my work, and didn't anticipate any immediate change in my assignment. Of course he could not guarantee what political pressures might be brought to make changes in high-level appointments, and all such positions, including his own, were subject to the effects of such pressures.

I liked Dr. Lind. He was honest and above-board with me and appeared to have a good grasp of what his job as Commissioner would entail. I knew he was well liked by school administrators in the state, so I felt he would make an excellent Commissioner of Education. However, with my longtime desire to enter the field of higher education and the uncertainty of the future of a politically appointed position, I submitted my resignation as Director of Instructional Services effective July 32, 1971. I accepted the University of Alaska appointment as Associate Professor of Education and Coordinator of Teacher Education in Southeast Alaska effective the first day of August. Thus my career with the University of Alaska began.

True to his word, Dr. Ferguson followed through with sufficient funds to get the teacher education program in Southeast Alaska off the ground. It was late in the spring of 1971 when I told Dr. Ferguson that I would accept the position, so between that time and the August 1st effective date of my assignment, much was accomplished. Dr. Ferguson negotiated with community college director Fred Koschmann, and with the city, for space in the unused third floor of the old Fifth Street School, and began remodeling the space for our use. By the time I joined the University on August 1st, office space for Dr. Ferguson to use on his frequent visits, and office space for me, Dr. Robert Newton, the public administration program head, and a secretary were provided. A conference room and a classroom were included in the final remodeling project.

During this remodeling period I took the opportunity to become better acquainted with the people with whom I would be working. I concluded that Dr. Ferguson was both a visionary and a pragmatist. He had visions of establishing a university center in Southeast Alaska, even at that early date. He also realized that it would take a lot of hard work on everyone's part and that gaining support from the University administration, the Board of Regents and from the legislature would be vital. He had high expectations of his staff, but I

felt he would be fair in his decisions. Further, I felt he would give his staff considerable leeway in developing their programs as long as results were positive.

Dr. Newton had come to Juneau in 1970 to teach courses and coordinate a masters degree program in public administration. He brought to the job a broad background in political science and seemed to have earned the respect of his graduate students. Dr. Newton was a professional with whom I felt I could work effectively.

The third permanent employee in our office was a secretary. Dr. Ferguson, upon my recommendation, hired Eileen Herrick, who had been a secretary in my office at the Department of Education. I knew she was efficient and that she and I could work well together. Eileen served the University in many positions during the ensuing years, and in 1987 was still employed at UAJ under the name of Eileen Franson.

There were also a few individuals at the community college with whom I would work on a cooperative basis. Director Fred Koschmann had spent many years as an educator and had come to JDCC from Sheldon Jackson College in Sitka. He was a very personable individual who had a few years to go before retirement. I knew I would have no problems in working with Fred.

Roberta Stell, Head of the Business Department for JDCC, was a very effective instructor and administrator. She had a very outgoing personality and had come from Colorado as I had. I felt an immediate rapport with Robbie and was happy that our programs shared the same building. There were other instructors in her department, but I knew I would have limited contacts with them.

In reviewing my situation when I joined the University in August, I felt very positive. I felt I could work effectively with my colleagues and, though there would be a lot of hard work in establishing and developing a new program in teacher education, I was confident that it could be done. I left the State Department of Education with no regrets and plunged headlong into my new assignment.

II. "FIRE"

August was a hectic month, to say the least. A fall schedule of classes had to be published, part-time instructors hired, a student-record system established and a communication system throughout Southeast Alaska put in place. It surprised all of us that we were able to accomplish this and to start the fall semester on time with a minimum of difficulties. I taught a three-credit course in Juneau and in Ketchikan, coordinated the teacher education program, supervised the part-time instructors and, with Eileen's help, set up a student filing system. Dr. Newton had his program quite well organized, since he had been there the previous year. The Public Administration Program was offered only in Juneau, which simplified matters somewhat for him.

Dr. Ferguson made regular trips to Juneau from his Fairbanks office, helping us get the fledgling operation under way. Further, he was consistently soliciting support for our programs from the University administration, the legislature and the State Department of Education. Though he kept his plans somewhat to himself during this period, I knew that our programs would be expanding over the next few years if his plans were fulfilled.

The Spring Semester of 1972 began on schedule in late January. We had worked out most of the procedural programs during the Fall Semester, so classes began much more smoothly than in the Fall. Our facilities, though not luxurious, served our needs admirably, and the response from students to our program offerings was encouraging. We began to feel that our problems for the 1971-1972 Academic year were over and that we would have smooth sailing for the rest of the semester. This feeling was not to last, however.

At 2 a.m. one morning in February, the raucous ringing of the telephone awakened me. Stumbling to the phone I mumbled a "Hello" and heard Dr. Newton tell me that the old Fifth Street School was on fire. The Fire Department was doing its best, but there was little hope that the building could be saved. Visions of all our instructional materials, administrative records and student records going up in flames flashed through my mind. I told Dr. Newton that all our efforts to get our programs started seemed to be in vain. Bob replied, "No, Russ. We may lose a lot in this fire, but we will be able to pull together enough of the pieces so that we can start over way ahead of where we were last Fall." I thought for a moment, then replied, "Yes, Bob, the basis for our ability to instruct is stored in our heads, so we will be able to continue our classes. We should be able to piece together the administrative and support services before too long."

At daybreak the next morning all of us were there watching the firemen stir through the still-smoking remains of the building, putting out the last small remnants of the fire. It was obvious that not much could be salvaged. Most of the charred walls were still standing, but the roof had collapsed, piling burning rubble into the interior. The Fire Chief told us to go home and come back tomorrow. By then the wreckage would be cool and a more complete assay of the damage could be made. So, with heavy hearts we turned away, going to a small café to drink coffee and talk about what we had accomplished the previous fall and to consider what we could do to get things going again. At least for today, there was little else we could do.

The next morning Eileen and I walked up to the Sixth Street side of the burned building and peered between the blackened timbers into what was left of our third floor offices. We saw that our filing cabinets were still intact, though badly scorched. "Eileen", I said, "maybe some of our records are still legible. I'm going to crawl in there and see what I can find." "Be careful, the floor is pretty weak. It might fall in with you," she replied. I assured her I would be as careful as possible and began making my way through the rubble. With some effort, I pilled open one of the file drawers and was happy to find that though the packed papers were charred around the edges, most of the printing was legible. "If only these cabinets had been fireproof we would have saved everything", I shouted.

I began pulling the files from the drawers and handing them through the window to Eileen, who stacked them on the ground. The floor creaked and moaned when I moved around, but it seemed strong enough, so I continued without undue concern for my safety. I was about half through when the Fire Chief arrived. He quietly told me that the building was unsafe for entry and that I shouldn't be in there. However, since I was half through with my job of rescuing the files, he said he would go get a cup of coffee and return in about an hour. He didn't want to find me there when he returned. I appreciated his cooperation, knowing that if the floor had fallen and I had been injured, he probably would have been held accountable. With his "looking the other way", however, we were able to rescue a large part of our files, helping us greatly in our task of restoring our operation to some semblance of normalcy.

The next day, Robbie Stell and Verdell Jackson began the ordeal of retrieving typewriters and other business machines from the second floor. Since the stairs were unusable, Robbie borrowed a "cherry-picker" which lifted her and Verdell up to the second floor windows. Verdell then entered the building, and by carefully watching where he was stepping, retrieved the machines and handed them out the window to Robbie who was on the "cherry-picker". After several hours most of the ice-covered machines were recovered and stored in the boiler-room of the adjacent Capital School. The heat soon thawed the machines and dried them out.

With the help of volunteers, the machines were thoroughly dried, treated with a preservative, and oiled. Robbie was happy to find that after some minor repairs by an IBM serviceman who was sent out especially for this project, most of the machines were useable. While the machines were being serviced, Robbie, myself, and others, began our next critical task: the search for facilities wherein we could complete our spring schedule of classes.

The City-Borough, the School District and the DOE were very concerned about the tragedy, which had cut short our programs and pledged to help us in any way possible. Without their help, restoring our programs to any semblance of normality would have been impossible. The old Mt. Jumbo School in Douglas was vacant at the time, so the City-Borough made it available for our use. Though the old building was in poor condition, Robbie was able to move her JDCC business classes into available classrooms. Some other JDCC classes were also held there, but there was not enough room to house the Teacher Education and Public Administration programs.

At that time, the Vocational Education Division of the DOE was located in a rented building in the 200 block of Seward Street. The Director graciously offered to crowd their desks together to provide office space for the Teacher Education and Public Administration programs. Though it was crowded, Eileen, Bob Newton and myself were happy to have office space from which to run our programs. Through the courtesy of the school district, we had no problems in arranging for classrooms. Since our classes were held in the evenings there was no conflict with the school district's daytime schedule.

Moving into our borrowed office space posed some problems. Our furniture was ruined, but the DOE lent us some of its surplus furniture. Processing our scorched files so they could be used proved to be our biggest problem. Eileen and I spent several days digging through the sooty remains, which I had stored in my garage. Though some of the student and office records were so charred that they were illegible, we found out that by trimming off the outside inch of each page we could salvage most of them. After each day's work our clothing, skin and hair were black with soot. In fact, we found we were slowly changing color. No matter how thoroughly we showered we could not get all the sooty residue off because it had penetrated into our skin.

When we finally moved the records back into the office, we were happy to find that very little vital information had been destroyed. Students were pleased that none of the courses they had taken were lost and that continuity in their programs was assured. Though we had to improvise as we went along, we were able to complete Spring Semester classes satisfactorily.

Throughout this disaster we kept wondering what had caused the fire in our office building. The Fire Department examined the entire building several times and finally concluded that the fire had been started by a serious short in the main electrical switchbox which was located in the hallway of the first floor. The flames had shot up through the wall, spreading the fire to the second and third floors. We were lucky that the fire had been controlled as soon as it was. Otherwise, we would have not been able to salvage anything. Saving most of our records helped us tremendously.

III. UAS ESTABLISHED

During the fall and winter of 1971-72, Dr. Ferguson had been actively soliciting support for the programs in Southeast Alaska in every way he could. The Board of Regents had made a decision in the 1970-71 Academic Year to decentralize the University system. As a result, three regions were established; The Northern Region, headquartered in Fairbanks, the South central Region, headquartered in Anchorage and the Southeastern Region, headquartered in Juneau. Not much had been done to implement this decision until late in 1971 when Dr. Ferguson urged that the Southeastern Region be officially formed. In addition to JDCC and the Education and Public Administration programs in Juneau, Ketchikan Community College and Sitka Community College would also become parts of the Southeastern Region of the University. To help get the region organized, Dr. Ferguson agreed to resign his position as Dean of Statewide Services and move to Juneau as Provost. With the support of Dr. William R. Wood, President of the University of Alaska, Dr. Ferguson was appointed Acting Provost of the Southeastern Region in 1971 and Provost in 1972. He maintained his office in Fairbanks until the summer of 1972 when he moved to Juneau and immediately began to reorganize the Southeastern Region into a viable and efficient educational and administrative unit.

One of Dr. Ferguson's first decisions was to establish the Regional Administrative Council. Members were Fred Koschmann, Director of JDCC, David Knapp, Director of Sitka Community College, Dr. James Simpson, Director of Ketchikan Community College and myself. Dr. Ferguson chaired the Council, and at our first meeting told us that the Southeastern Region was officially organized, consisting of all University and Community College programs and offerings in the region reaching from Yakutat on the north to the southern end of Annette Island on the south. All the community college and upper-division/graduate program heads would report directly to him. Further, he stated that all units under his direction would work cooperatively in meeting the higher education needs of the Southeastern Region. The Administrative Council would be advisory to the Provost, and would meet regularly so that ideas could be exchanged and recommendations made.

In addition to the Administrative Council, Dr. Ferguson also established the Regional Instructional Council, which included all program heads and some faculty in its membership. Its purpose was to review instructional programs and make recommendations thereon to the Provost.

The announcement of the reorganization and the manner in which the Southeastern Region would be governed was met with mixed emotions. The Community College directors felt somewhat threatened because in the past they had been more or less autonomous in the administration of their colleges. Chuck Ferguson left no doubt in their minds, however, that he, as Provost, had the ultimate decision-making power and that all major decisions would be cleared through his office. Further, Chuck made it clear that all budget and operational decisions would be made with the long range best interest of the entire region in mind rather than trying to meet the immediate needs of each and every unit.

There was some grouching among the Council members during the morning break but no serious concerns were voiced.

After the break, however, Dr. Ferguson made a couple of announcements that precipitated strong concerns and heated discussion. He announced that the Board of Regents had approved the formation of the Southeastern Senior College and proposed that a separate budget for its operation be allocated from the total University of Alaska, Southeast budget. He also stated that the University of Alaska, Southeast, would be the official name of our region and that he would serve as Director of the Senior College as well as Provost for UASE. Further, budget for the operation of the Provost's Office would be created as a separate allocation. This meant that there would be five major allocations for the University of Alaska, Southeast, budget; one for each of the three community colleges, one for the senior college and one for the Office of the Provost.

The Sitka and Ketchikan Community College directors voiced strong objections. They feared that their budgets would be cut back considerably in order to fund the Provost's Office and the Southeastern Senior College. They were also fearful that the Senior College, which was responsible for all upper division and graduate programs in the region, would be given budget and program priority over the community colleges. They reasoned. With some justification, that to start a new college and make it viable would require a considerable infusion of money and human resources that would not be available unless the Community College budget and programs were cannibalized. They recognized the need for sufficient budget to operate the Provost's Office, but argued that forming a Senior College was not justifiable. Dr. Ferguson stated that no Community College budget would be cut below the amount allocated for the previous year. He would fund the Provost's Office and the Southeastern Senior College from monies that had been transferred to UASE from the Office of Statewide Services and from the budget increases which had been appropriated to UASE by the legislature for the 1973 Fiscal Year.

Of course, the Community College Directors were not happy that they would not receive a budget increase but were somewhat mollified by the realization that they would not suffer a budget cut. I admired the fact the Dr. Ferguson did not cut off discussion with the dictatorial mandate, but gave everyone an opportunity to vent their feelings. The heated discussion gradually subsided, and as heads became calmer, some advantages of having a Senior College were voiced. Community College graduates would be able to transfer directly into the Senior College without loss of credits if their programs were coordinated; more students would be able to complete a degree program without leaving Southeast and Community College Directors could concentrate their efforts on the management of their Community College programs rather than spending time in arranging for upper-division and graduate courses to be offered by extension, as had previously been the case.

By early afternoon it was evident to Dr. Ferguson that no clear-cut endorsement of the proposed organizational pattern would be forthcoming. On the other hand, neither was there majority opposition to the proposal. Jim Simpson, Ketchikan, and Dave Knapp, Sitka, were still opposed, but no longer violently so. Fred Koschmann was somewhat on the fence, but voiced some support for the proposal. Of course I was in favor

of the formation of the Southeastern Senior College because I felt it essential to the development of viable upper-division and graduate programs in Southeast. Further, I was firmly convinced that students in Southeast Alaska deserved the opportunity to receive baccalaureate and graduate degrees without having to travel to Fairbanks and Anchorage. Southeast was a large region which was geographically isolated from the Interior. Therefore, a Senior College was necessary to meet its needs. In the end, Chuck Ferguson made the decision to implement his proposed reorganization, and the University of Alaska, Southeast, as well as the Southeastern Senior College was born.

In addition to the organizational changes, which occurred in 1972, there were a few significant changes in facilities and their use. Dr. Ferguson decided that more permanent offices were needed, in order to create an identity for the newly designated University of Alaska, Southeast, and the Southeastern Senior College. Since the only building the University owned was the Whitehead Building on the Auke Lake Campus, he decided that he would remodel two classrooms in the Whitehead Building into office space for the Provost and for the Southeastern Senior College. The resulting shortage in classroom space was partially alleviated by arranging for additional classrooms in the local schools. In another move, the JDCC Division of Business was moved from the old Mt. Jumbo School to a rented building adjacent to the State Office Building on Mail Street in downtown Juneau. Everyone was crowded for space, but it was still better than the temporary facilities we had been using since fire destroyed the Fifth Street School.

Though there was no great change in course offerings for the 1972-73 Academic Year, there was improved coordination in the delivery of these offerings. I worked closely with the Community College Directors in scheduling Senior College courses. Offerings in Ketchikan and Sitka expanded slightly during the year, and additional course for teachers were offered in Petersburg and Wrangell. Dr. Newton's Public Administration program was offered only in Juneau, so there was little or no regional coordination required. A program in Engineering Science Management was offered in Juneau by extension from the University of Alaska, Fairbanks. There was no resident Professor, but Professors from Fairbanks traveled to Juneau to offer instruction in the program. Some effort to provide more coordination and help for that program was initiated, with some success. Discussions were held to explore the possibility of including the ESM program as a permanent offering of the Southeastern Senior College. It was decided that additional support for the program would be solicited from the University of Alaska, Fairbanks and possibly from the Legislature. An effort to assign a full-time coordinator for the program in Juneau would also be made.

IV. THE FERGUSON YEARS

During his first year as resident Provost, Dr. Ferguson's leadership style evoked mixed emotions. In his Council meetings he reiterated his intention of giving every administrator an opportunity to voice his/her opinion before a decision was made. It was my feeling that he did just that. However, some said, "Yes, but he already has his mind made up before we ever came into a meeting, so whatever we say has no effect. We might as well be barking at the moon for all the good it does".

Whether they liked Chuck Ferguson or not, most everyone agreed that he had performed admirably in securing increased support for UASE. By the end of the 1972-73 Academic Year the legislature had approved funding for a new building on the Auke Lake campus and for strengthening the academic and support programs. As a result of this funding, two new central office administrators were hired. Harry Keim was hired as Director of Business Services and Dr. Paul Gulyas was hired as Director of Admissions and Records. Some additional faculty was also added. Though we academic administrators complained that we didn't get a bigger slice of the increased funding, we all agreed that the two new central office positions were essential to the development of a viable University center, so our complaints were not very vociferous.

Sufficient funding was not received to add a full-time resident professor in the Engineering and Science Management Program. However, Dr. F. Lawrence Bennett, Dean of the program in Fairbanks, agreed to act as Coordinator for the program in Juneau in addition to his other duties. He or one of his professors traveled to Juneau regularly to teach courses and to advise students. Though this was not as good as a full-time resident professor, it did improve the program.

The Community College programs and the other Senior College programs continued to strengthen and grow during the academic year. At the end of the spring semester of 1973, the first year that complete records were available, the Southeastern Senior College recorded a total of 2,051 Student Credit Hours with 751 students enrolled, while the Juneau-Douglas Community College produced 2,996 Student Credit Hours with 509 students enrolled.

A great improvement in both classroom and administrative space was realized when Novatney Hall was completed during the 1973-74 Academic Year. The 11,000 square foot building more than doubled the space available on the Auke Lake Campus. The library was moved from the Whitehead Building into the second floor of the new building. Half of the first floor housed the Admissions and records Office and the Business Office while the other half provided additional classrooms. The area in the Whitehead Building, which had been used as a library, was converted to offices for the Provost, the Directors of the Senior College and the Community College. This freed up space for two more classrooms in the area formerly occupied by these administrative offices.

The new building was named in honor of the first Director of the Juneau-Douglas Community College. Dr. Novatney, who was living in California at this time. She was flown to Juneau for the dedication ceremonies. Dr. Novatney was well known for her

previous work at JDCC and at the Alaska State Department of Education, so the dedication was a gala occasion for UASE and for the community.

Harry Keim quickly organized the Business Office into an efficient addition to the campus, and he soon became respected as the professional he was. Harry didn't always agree with other administrators, or with the Provost, but his arguments were based on a determination to bring sound business management to the region, so his judgment was respected.

Dr. Paul Gulyas was also very well qualified for his position as Director of Admissions and Records, but it soon became clear that he and Dr. Ferguson were on a collision course. Both had very dominant personalities and had very different and definite views about how the Office of Admissions and Records should be operated. When these differences were aired more and more vehemently in our Council meetings, it became apparent that a clash would occur. It all came to a head in the summer of 1974 when Dr. Ferguson wrote a somewhat negative evaluation of Dr. Gulyas. Dr. Gulyas responded with a vituperative letter of resignation, copies of which he sent to the President of the University of Alaska, all the University Vice Presidents and all the Provosts. Copies of this letter were also widely distributed, so those on the Regional Council also received copies. This letter, dated August 27, 1974, included the following statements.

“This is to inform you that as of 26 August, 1974 at 5:00 P.M. I resigned my position with the Southeastern Region of the of the University of Alaska.

There are several reasons for my actions and I shall try to list them for whomever may have opportunity to read this and may also care about what is happening to the portion of the taxpayer's University that is located in Southeastern Alaska. All of these reasons, however, lead to one conclusion; I cannot associate with, nor work under, the direction of an individual that I cannot find some reason to respect either personally or professionally.

There are several reasons for my resigning and it is a difficult task to begin listing them all, so allow me to just begin at random with just a few.

I came on board in August of 1973, just one short year ago, and as early as September of that year it started to become quite clear that only those that do your bidding without question shall survive in your organization. Despite your almost constant declaration that you desire a team approach to administration it is a source of amusement to those that attend the Regional Instructional Council and the Administrative Council because they know that they are just going for another ride on Ferguson's Railroad. Apparently, your idea of teamwork is to get together as many people as you

can as often as possible so they may listen to the 'Master Plan' as you have conceived it. This is only an illusion of teamwork that you are hoping to create and so far the only one who seems to believe it is you. In this regard, you have hired professionals yet you deny them the exercise of their professional expertise and in the process of so doing reduce them to mere robots and deny them any personal pride they may have derived from doing the job they were hired to do.

As a person who feels a high degree of loyalty to the University I work for (not necessarily the Region alone) and a great sense of dedication to my job, I find it extremely difficult to continue working for an "empire builder" whose singular purpose seems to be self-edification and self-glory at the expense of a truly Statewide educational system. I am afraid that the empire you are building is only a house of straw reminiscent of the children's story of the 'Three Little Pigs'."

As is usual in cases like this, neither Dr. Ferguson nor Dr. Gulyas was all right or wrong. There was some truth in Dr. Gulyas' accusations of Dr. Ferguson, and some justification for Dr. Ferguson's ambitions for UASE. I always felt that Dr. Ferguson listened to my points of view, which were different from his, and found that he accepted some of them and rejected some of them. Since he was Provost, I accepted his right to make the final decision. Dr. Gulyas evidently did not feel that way, and I respected his right to disagree. Since he left the University and joined the Alaska State Department of Education I have worked regularly with Paul on a professional level and have found him completely competent and reasonable to work with. It just so happened, however, that Paul Gulyas and Chuck Ferguson's chemistry did not mix and it was inevitable that they should part company.

Another action by Dr. Ferguson, which caused considerable controversy occurred during this early period of UASE's development. In order to provide several uninterrupted days for us to seriously examine our programs and make plans for the future, Dr. Ferguson reserved space for the Regional Administrative Council to meet at the Waterfall Resort on Prince of Wales Island. Waterfall was an old cannery, which had been partially remodeled as a resort. It was far from fancy. In fact, our rooms were in the old workmen's' dormitory building, and were about as rustic as you can get. There were no telephones, nor daily administrative responsibilities to disrupt our meetings, so we were able to concentrate on our review and planning activities.

Dr. Ferguson really worked us for those three days. We began our meetings immediately after our seven o'clock breakfast and often didn't stop until after nine p.m., so much more was accomplished than would have been possible if we had met on one of our

campuses. Though the scenery was beautiful, and fish abounded in the inlets, we had little opportunity to enjoy them.

An article in the Ketchikan newspaper, which indicated that the meeting was a vacation junket at the taxpayer's expense, overshadowed the purposes and accomplishments of the meeting, however. Dr. Ferguson was obviously upset by being reviled in the local press, and defended his actions on the grounds that the accomplishments of the meeting were great. This did not mollify some vocal citizens, however, nor did it prevent the Board of Regents and the University President from questioning his actions.

The University of Alaska, Southeast, published its first academic catalog in the summer of 1973. This 1973-1974 catalog included program and course offerings for all the Community Colleges and the Southeastern Senior College. David Knapp was listed as Director of Sitka Community College, Dr. James Simpson as Director of Ketchikan Community College and Fred Koschmann as Director of Juneau-Douglas Community College. The Southeastern Senior College administration was listed as follows: Dr. Charles O. Ferguson, Provost and Dean; Dr. Russell Jones, Coordinator, Teacher Education Programs; Dr. Robert E. Newton, Coordinator, Public Administration Program; and Dr. F. Lawrence Bennett, Acting Coordinator, Engineering and Science Management Program. Dr. Bennett continued to coordinate the ESM program from his office in Fairbanks.

The catalog stated that the University of Alaska was fully accredited and that UASE was accredited under the umbrella of the University system. The community colleges offered associate degrees with various majors. The catalog stated, however, that the University of Alaska Southeast "does not offer Baccalaureate Degrees and therefore does not admit students to any Baccalaureate Program". Degree programs offered by the Southeastern Senior College were listed as follows: Master of Arts in Teaching; Master of Education, with emphasis in Elementary Education, Secondary Education, Guidance and Counseling, and Public School Administration; Master of Public Administration; and Master of Science in Engineering Management.

In the summer of 1974 Dr. Ferguson decided that his Provost duties had expanded to the point that he could not continue as Dean of SESC. Therefore I was designated as Acting Director of Southeastern Senior College in addition to my duties as Coordinator of the Teacher Education Programs. Fred Koschmann retired June 30, 1974 after ten years as Director of JDCC. Fred was well liked so we hated to see him leave.

Mr. Koschmann had given advance notice of his retirement, so the search for a replacement had been underway for several months. No suitable replacement had been found by July 1st, however, so Charles Fry, an instructor in the history department of JDCC, was named Acting Director. He continued in that position until January 1, 1975, when Dr. Robert R. Evans was named Director of JDCC.

Dr. Ferguson, recognizing the importance of quickly finding a replacement for Dr. Gulyas as Director of Admissions and Records, reached back to one of his acquaintances on the Fairbanks campus for help. Dr. Charles R. Fields had been well respected as head of the financial aid programs on the Fairbanks campus since 1972, and was considered to be a young man on his way up. After some negotiation, Dr. Fields accepted the position as Director of Student Services at UASE effective July 1, 1974. Not only did this expanded position include responsibility for admissions and records, but also student counseling, student activities and financial aid.

During 1974, Dr. Ferguson successfully negotiated the purchase of .67 acres of land adjacent to 10th and F Streets for future expansion of UASE's downtown campus. Further negotiations resulted in the acquisition of two used modular buildings, which were moved to the 10th and F Street site. Subsequently, Coordinator Robbie Stell moved her JDCC Division of Business to these temporary buildings. The facilities were far from ideal, but Robbie had become very innovative in the utilization of makeshift space since the 1972 fire, so it was no surprise to any of us that she soon had the program well under control.

Recognizing that UASE needed additional land and facilities if it were to grow into the kind of university center that Dr. Ferguson envisioned, he continued to negotiate for funds to finance the purchase of land and buildings. He was quite successful in obtaining legislative support to purchase, in 1973-74, two privately owned parcels totaling 1.66 acres adjacent to the Auke Lake campus. The downtown property at Tenth and Glacier Avenue was also purchased.

Another serious need at the Auke Lake campus was additional parking. Dr. Ferguson, recognizing that Chapel-By-The-Lake Presbyterian Church owned a parcel of land admirably suited for parking, negotiated a 55-year lease for the land with the understanding that the University would not build on the strip of land owned by the University directly between the Chapel and Auke Lake. Chapel trustees were fearful that their beautiful view across Auke Lake to Mendenhall Glacier would be ruined if UASE erected a building on this land. The majority of the Chapel members agreed that the lease agreement was a suitable solution, and ratified the lease. Conditions of the lease included an agreement that UASE would use the lot on weekdays but the Chapel members would have exclusive use of it on Sundays. Efforts to make a permanent trade of these lands ensued for several years, but the majority of Chapel members steadfastly declined to ratify such an agreement.

One other situation arose which led to further cooperation between UASE and the Chapel. A test of the Chapel's water disclosed that there was an unsafe level of arsenic in the drinking water supply. Drilling a new well would be very costly, with no assurance that the arsenic problem would be alleviated. The Chapel Trustees approached the University with the problem, and the University agreed to allow the Chapel to tie onto the University's water line. This agreement, which was considered temporary, continued until 1986 when the City and Borough of Juneau extended its water line to the area.

In addition to the controversy concerning the resignation of Dr. Gulyas in 1974, another personnel decision was made in 1975, which provoked further controversy. For

some time Dr. Ferguson had been encouraging Dr. Simpson, Director of Ketchikan Community College to resign and accept as alternate position. Dr. Simpson was well established in Ketchikan, and resisted these suggestions. Finally, Dr. Ferguson notified Dr. Simpson that he was relieved of his duties as Director of KCC and was reassigned as Associate Professor of Education with the Southeastern Senior College. Dr. Ferguson had discussed this reassignment with me, of course, and I agreed that we could use additional professors in SRSE and would be happy to have Dr. Simpson join our faculty. To avoid uprooting Dr. Simpson from his Ketchikan home, I further agreed to assign Dr. Simpson to Ketchikan, coordinating our outreach in that area as well as instructing Education courses in Ketchikan and elsewhere in Southeast.

Dr. Simpson immediately protested the reassignment and lodged a complaint with the Human Rights Commission alleging discrimination. In 1977 his 12-month position was changed to a 9-month position to make his contract consistent with all other regular SESC faculty. Dr. Simpson also protested this move. Dr. Simpson did not receive a favorable ruling in either of his protests, so he continued to serve SESC as Associate Professor until he retired in May of 1980.

Dr. Rodney Enos was hired to replace Dr. Simpson as Director of Ketchikan Community College. He remained in this position until he transferred to Fairbanks as President of the Tanana Valley Community College in the late 1970's.

Other personnel problems continued to plague Dr. Ferguson in 1975-76. Dr. Evans, who had replaced Fred Koschmann as Director of Juneau-Douglas Community College, established some policies, which were met with considerable opposition by the unionized JDCC faculty. The controversy seemed to escalate throughout the year, so after a year and a half on the job, Dr. Evans resigned effective September 2, 1976. Dr. Vern Oremus, who had been hired in 1975 as Coordinator of JDCC's Division of Trade and Technology, was appointed Acting Director of JDCC to succeed Dr. Evans. Dr. Oremus was appointed Director in 1977.

During the mid-seventies the Regional Administrative Council continued to review UASE's mission. A fisheries program seemed to be a natural addition to our program offerings. After all, none of the other university centers were located directly on salt water, and none had a fisheries program. There were some Sea Grant and extension-type fisheries programs operating out of Fairbanks, but no full-fledged fisheries program anywhere in the system. So, after considerable deliberation, it was agreed that UASE would request approval of a fisheries program in Juneau and seek funding from the purchase of the necessary waterfront property and for a building to house the program.

Dr. Ferguson was able to obtain Board of Regents approval and legislative funding for the program. Dr. Richard Gard was hired in September of 1975 to teach fisheries courses and to develop a fisheries program.

Meanwhile, Dr. Ferguson began negotiating for the purchase of land on which to build a fisheries classroom and laboratory facility. The land being considered was prime

property on the Auke Bay waterfront adjacent to the National Marine Fisheries Service laboratory.

There were three parcels of land, which Dr. Ferguson felt essential to the building of an adequate facility. One was owned by James and Florence Anderegg, one by Harry Eric Lindegard and one by Mr. and Mrs. Don Bedford. Though none of these individuals was particularly eager to sell, Dr. Ferguson finally negotiated the purchase of the Andregg and Lindegard property. Even after much negotiation, however, Mr. and Mrs. Bedford steadfastly refused to sell. They stated that they had lived there for many years, their children had grown up there and that the home met all of their needs for the present as well as for the future.

Since the Bedford property was the center lot of the three, Dr. Ferguson felt its purchase was essential to insure that there would be a large enough tract available on which to place a suitable building and the necessary parking lot. Another consideration was that the Anderegg property was of limited use unless it was joined to the Lindegard property.

After it became obvious that the Bedfords would not sell, Dr. Ferguson precipitated another controversy in the community by trying to acquire the property through condemnation. When I raised a question concerning the efficacy of such a move, he told me that he had contacted President Hiatt about the situation, and that it was President Hiatt's opinion that as a branch of state government, the University should have the Right of Eminent Domain. Therefore, the University could condemn land essential to its development. Dr. Hiatt had been a university administrator in other states where this was true, so he felt it was true in Alaska too.

After the condemnation request had been filed, the Bedfords filed a suit to stop the condemnation action, claiming the University did not have the right of Eminent Domain.

The publicity surrounding these actions spurred much public sentiment in favor of the Bedfords, and once again Dr. Ferguson found himself the target of much criticism. In my conversations with Dr. Ferguson, he admitted that the condemnation action was probably a mistake, but since it was already filed, he wanted to see what the court would decide. He viewed this as a test case since this was, to his knowledge, the first condemnation procedure filed by the University.

Dr. Ferguson did not have to wait long for a decision. The court ruled that the University did not have the Right of Eminent Domain and that the condemnation request filed on the Bedford property was null and void.

Since he was unable to purchase the Bedford property, Dr. Ferguson had to take another look at his plans for the Fisheries Building. Finally, it was decided that the building would be compressed upon the Lindegard lot, next to the NMFS laboratory. As of 1987 the Fisheries Building, completed in 1978, was still confined to the Lindegard lot, and the Bedfords were still living in their Auke Bay home.

Another controversial personal problem arose in 1975. Dr. Robert E. Newton, who had coordinated the Master In Public Administration program since 1970, applied for tenure in 1974. I don't think it was much of a surprise to Dr. Newton that tenure was denied. He and Dr. Ferguson had disagreed several times during the past year regarding the program and Dr. Newton's handling of it. When differences such as these cannot be favorably resolved, it is inevitable that someone must resign his position or else be removed, and it certainly would not be the Provost. So, in May of 1975, Dr. Newton resigned. He continued to live in Juneau, working in various positions in state government.

Since 1974, the community colleges and the senior college in UASE had operated on a two plus two system. The community colleges provided the first two years of the studies and the senior college provided all upper division and graduate courses. Though master's degrees had been offered since 1972, it wasn't until 1976 that baccalaureate degrees were offered. Bachelor's degrees in teacher education were offered region-wide while Bachelor's degrees in business were offered in Juneau, Ketchikan and Sitka. With the offering of these degrees a much greater degree of coordination between the community colleges and the senior college was required.

One of the greatest problems in implementing a well-coordinated 2+2 system was the fact that the community college faculty was unionized and the senior college faculty was not. This effectively prohibited UASE from using community college teachers to instruct upper-division courses, and vice versa. Though we had several community- college teachers who were well qualified to teach upper division courses and who did not have full teaching loads in lower division courses in their subject matter fields, the SESC was forced to hire extra professors who, again, would not have full teaching loads in their subject matter fields. As a result, many instructors taught courses outside their fields of expertise or else wound up teaching less than a full load. This inefficient and sometimes ineffective use of faculty was decried by many of us, but there was nothing we could do without violating the union contract.

The union's solution to this dilemma was to try to unionize all faculty. Though the union mounted a vigorous campaign on more than one occasion, the senior college and four-year campus faculties always defeated the proposal.

Though there had been some previous discussion of ways to alleviate the problem of inefficiency in the 2+2 system, little was done until the Governor's Management and Efficiency Review, State of Alaska, was published in May of 1976. This publication recommended the merger of the Southeastern Senior College with the Juneau-Douglas Community College. As justification for this recommendation the report stated,

"Merging the two facilities and transferring the senior college instructors to the combined school will provide better utilization of staff and facilities. Implementation would reduce regional administrative costs by 33% and eliminate the need for the Office of the Director in the senior college".

Spurred on by the report, a committee composed of representatives from the Juneau-Douglas Community College and the Southeastern Senior College studied the possibilities of a merged institution during the 1976-77 academic year. Dr. Vern Oremus, Director of JDCC and I, Director of SESC, were named co-chairmen of the committee, with equal number of JDCC and SESC faculty as members. Vern and I respected each other professionally, and though we certainly had different opinions concerning the merger proposal, got along quite well personally. Therefore, we were able to work together on the committee without a great amount of difficulty.

It soon became apparent that no common solution could be agreed upon. The JDCC representatives on the committee wanted to maintain the JDCC-SESC 2+2 system or to eliminate SESC entirely. Of course the SESC representatives would not agree to these proposals. It was their wish to merge JDCC and SESC into one university center, thereby eliminating both JDCC and SESC. After several months of deadlock, Dr. Ferguson directed the committee to forward two reports to him, one from those favoring the merger and one from those which opposed the merger. These reports were submitted in March of 1977.

The report from the half of the committee favoring the merger stated the following advantages; more effective utilization of staff, better vertical continuity within programs, greater public identity with the institution and the advantage of having a united faculty striving to meet the needs of the service area. The report in opposition to the merger gave the following reasons, among others; the community service philosophy of the community college was not compatible with the degree oriented philosophy of the senior college, there were differences in the qualifications of community college and senior college faculty which might prevent some community college faculty from being considered for teaching upper division courses and for promotion, there would be a decrease in vocational and community service offerings, and it would be very difficult to accommodate the unionized community college faculty within a merged institution.

The issue of the union was probably the greatest problem in the entire merger issue. The Alaska Community College Federation of Teachers (ACCFT) leaders and most of its members steadfastly refused to consider elimination of the union for all faculty at UAJ, and the senior college faculty was just as adamant in their refusal to unionize. It was my feeling that if there had been no union problem, differences could have been worked out within the merger committee and a majority report could have been submitted. The union held such power over its members, however, that no real possibility of compromise was possible. In fact, the report of the half of the committee opposing the merger states as follows, "The Community College faculty representative on the (merger) committee and the local campus union representative felt strongly that any attempt to change (or dissolve) the ACCFT union on the Juneau campus would bring immediate and strong reaction from the statewide (ACCFT) organization". A threat from the ACCFT to bring suit against the university if a merger was approved added credence to this statement.

The publication of the dual reports brought immediate and mixed reactions from faculty and others. It was soon apparent that not all the community college faculty were

against the merger. About a third of the letters received were somewhat noncommittal, and several others were definitely opposed to the merger. I found no record of any senior college faculty member who was opposed to the merger.

The inability of the committee to arrive at a majority report either for or against the merger left the issue up in the air. Legislators had a growing concern over the lack of any definite decision, a concern that temporarily took a back seat to other more serious problems. Dr. Hiatt, who had been President of the University system since Dr. Wood had retired in 1973, came under considerable pressure in early 1977. Reports that there were considerable budget overruns certainly contributed to his problems. As a result, Dr. Hiatt finally resigned on February 23, 1977, and Dr. Charles Ferguson was named interim president. Since I was directly involved in the merger question as co-chairman of the committee, Dr. Ferguson chose Dr. Charles Fields as acting Chancellor of UASE. On July 1, 1977, I was named Acting Chancellor after Dr. Fields moved to Arizona on a temporary assignment.

Dr. Ferguson jumped from the frying pan into the fire when he moved to Fairbanks to take over the presidency. Before he left he told me he knew the university's financial affairs were in a mess, but he felt he could straighten them out. If he could resolve things to most people's satisfaction, his professional status would be enhanced. I liked Dr. Ferguson and had confidence in his ability, especially, if his staff provided him with accurate information. I wished him luck and told him that I would do everything I could to help keep things under control in Juneau.

Things in Fairbanks didn't work out the way Dr. Ferguson had hoped. He thought the fiscal problems were well under control by May. In fact, reports from his budget director indicated to him that there would be a substantial budget surplus for the fiscal year. He had appointed Max Hullinger, for Vice President of Finance/Comptroller, as Special Assistant to the President for Financial Matters, and had confidence in his preliminary budget report. Seeing an opportunity to avoid lapsing a considerable amount of university funds, he ordered year-end purchases of items, which the university needed but had held off purchasing because of the earlier estimated budget deficit. The most controversial of these year-end purchases were five new automobiles, one of which was assigned to UASE. In early July, Dr. Ferguson asked Harry Keim, UASE's Director of Administrative services, and me, to drive the car to Juneau after a staff meeting in Fairbanks, but I deferred, stating I had responsibilities in Juneau I needed to get back to. An underlying reason for my reluctance to drive the vehicle to Juneau was the rumblings I had heard from various individuals at the dissatisfaction by several individuals to the assignment of the vehicle to Juneau. The feeling was that since the money used to buy the cars was statewide money, not UASE money, the cars should therefore be assigned only to the statewide office.

A few weeks later Dr. Ferguson and I discussed the automobile controversy. He said that there had been considerable discussion regarding assigning the vehicle to Juneau, and he had been admonished by some of the Board members for his action. In the end, however, it was agreed that the automobile would remain in Juneau for use by the

Chancellor's Office. Since UASE had only one other car, and it was several years old, keeping the new car was welcomed news.

The issue of the assignment of the car to Juneau called attention to what many felt was a serious problem in fostering a good administrative climate between the Board of Regents and the President of the University. During President Hiatt's term of office the Board of Regents had decided to hire an executive secretary that would report only to the Board of Regents. This executive secretary could conduct his own investigations about any phase of University affairs and make his own recommendations to the Board. He was not required to clear any of his actions with the President, nor was he required to inform the President of any recommendations he would make to the Board of Regents. Many individuals both inside and outside of the University felt that this was an unworkable administrative structure and that any University President would find it untenable. Board of Regent policy stated that the President of the University of Alaska was the chief executive officer of the Board of Regents, and that he would interpret Board policies into workable regulations and implement them. Further, the President was charged with making recommendations to the Board of Regents regarding policies, which may need to be enacted or changed, and/or other matters considered by the Board. The hiring of the executive secretary, with his far-reaching powers, severely undermined the executive authority and credence of the President.

This problem was brought clearly to our attention by the automobile incident. Dr. Ferguson felt he clearly had the authority to use surplus university funds to buy needed equipment. He also felt that it was proper to distribute this equipment to units of the University system wherein its needs could be demonstrated. There seemed to be little complaint about the automobiles assigned to Anchorage and Fairbanks. Most of the furor was over assigning one vehicle to Juneau. Dr. Ferguson indicated to me that the Board of Regents probably would have agreed that his actions were reasonable if it had not been for the critical assessment of his actions by Foster Diebold, the Executive Secretary of the Board of Regents. He said he recognized too late the amount of power the executive Secretary had with the Board and how little he, as Interim President, could do about it. He indicated he would try to finish out his duties as Interim president with as little controversy as possible.

As often happens, this was not to be. In fact, Chuck Ferguson wound up his term amidst more controversy than he could even imagine. In August, an audit of the U of A financial records disclosed that instead of having a budget surplus there was a deficit of nearly three million dollars. This news made headlines everywhere. Individual Regents indicated that they had been duped. They had received reports from Dr. Ferguson and his budget director that there would be a surplus! Individuals from the state legislature and state government charged that the University's financial affairs were in chaos and questioned the ability of the Regents and the President to put their house in order.

Chuck Ferguson was devastated! He told me later that he made a mistake in trusting completely the reports given to him by the University budget office. As President, he knew he could not do all the detail work himself and that he must rely on his middle managers.

However, since there were rumors of a fiscal shortfall even before Dr. Hiatt resigned, he should have hired someone to do a preliminary audit of the books before he authorized the extra expenditures. Because of these mistakes, his golden opportunity to establish himself as an exemplary chief executive was reduced to shambles.

Dr. Ferguson was relieved of his presidential duties on August 26, 1977 when Dr. Neil D. Humphrey came on board as President of the University of Alaska. I remained Acting Chancellor of UASE until October 2, 1977, when Dr. Ferguson returned from leave. Even after six weeks of leave it was obvious that Chuck was still severely pained by his ordeal. His face was covered with blotches and he lacked the exuberance of his former self. He told me he didn't know what the future might bring, but he would do his best to help resolve the reorganization issues at UASE. I told him I was glad to have him back and that I would do all I could to help him during the trying time.

Soon after Dr. Humphrey assumed his duties as President, he made recommendations for reorganizing the University along the lines which he felt would resolve some of the political and operational problems which he inherited. On September 30 he submitted a reorganization plan to implement the June 28 action of the Board of Regents, placing all community colleges in the state in a separate administrative unit under its own chancellor. Further, the title for the head of each community college would be changed from "Director" to "President", a decision many of us felt was a mistake. The chief executive officer of the University system had the title "President", and using the same title for the heads of the community colleges would cause much confusion in the minds of legislators and the public. This, indeed, proved to be true.

Another concern that many of us had regarding President Humphrey's reorganization plan was that by separating the community colleges from the University centers it would eliminate the regional system which had worked well for several years. This meant, of course, that there was no longer a University of Alaska, Southeast, since all three of the community colleges were separated from it. The residual part of UASE that remained after the separation of the three Community Colleges from it was decided to be named University of Alaska, Juneau.

The plan recognized that there was a unique problem in Juneau. In the other regions the community colleges and the university centers all had their own campuses, so the separation posed no real problem. In Juneau, however, JDCC and SESC shared the same facilities and were served by the same library, administrative offices and student affairs offices. To provide separate facilities and services for the relatively small number of students and programs at Juneau would be prohibitively expensive. Recognizing this, Dr. Humphrey's plan, which was approved by the Board of regents in its October, 1977, meeting, provided that the faculty and administration of the University of Alaska, Juneau, "will develop a recommendation concerning the appropriate structure for the residual part of the University of Alaska, Southeast, after removal of the three community colleges. This report is expected in mid-December."

It really wasn't a surprise to any of us the President Humphrey had recommended the separation of the community colleges from the other units of the University. Personally, I felt that the regional organization had worked well in Southeast Alaska, and that we were able to make maximum use of available instructional and operational funds through the cooperation, which such an organization required. However, there had been unrest for several years regarding the role of the community colleges in the university system. Some community college administrators had stated that the community colleges were stepchildren of the system and that the four-year units were favored financially and academically. Picking up on these concerns, some legislators had introduced legislation to separate the community colleges from the University of Alaska, making each community college separate with its own president and governing board. Though none of these bills passed both houses of the legislature, there was a growing concern that if something wasn't done to give the community colleges supplementary autonomy that one of the "separation" bills would pass in the near future. With this in mind, President Humphrey lost no time in making his reorganization recommendation, and the Board of Regents lost no time in approving it.

Since President Humphrey had given UAJ a short timeline to develop recommendations for an "appropriate structure for the residual part of the University of Alaska, Southeast, after removal of the three community colleges", Chancellor Ferguson immediately appointed a committee to develop the recommendations. The committee included representatives from each of the four academic divisions. The members were: Dr. Boy Collier, General Studies; Dr. Richard Gard, Fisheries; Dr. Earl Clark, Teacher Education; and Dr. Steve Johnson, Management Sciences. Dr. Philip Hocker, from the Division of Teacher Education, served as coordinator/Chairman. Dr. Collier was the only member of the committee who was from JDCC, and he did not belong to the union, so there was an immediate outcry from the union members that the committee was "stacked" in favor of UAJ and that the union concerns would not be heeded. Dr. Ferguson recognized that another "fifty-fifty" committee would result in a stalemate, so he stuck to his guns, telling the entire Juneau community that he has instructed the committee to allow any individual and/or any group to testify before the committee. The committee's charge was to weigh all the testimony and to make its recommendation based on what was best for UAJ, JDCC, the community and the students.

On November 30, 1977, the committee's recommendations were forwarded to President Humphrey. In a cover letter to the report Chancellor Ferguson stated, "From our deliberations it appears that the central issue is whether community college and university programs can maintain their thrust and integrity within a single or unified institution. The faculty and administration of the University of Alaska, Juneau believe they can."

Recommendations of the committee were as follows:

1. It is recommended that all of the community college and university

level programs in Juneau be continued but unified and administered from a single institution that would serve the primary missions of both parent institutions.

2. It is recommended that a new set of goals and objectives of the unified institution be developed.
3. It is recommended that the bargaining unit status of the current faculty of Juneau-Douglas Community College be accommodated through any reasonable alternatives.
4. It is recommended that there be established within the unified institution a distinct unit of Career Education and Community Services to continue these special functions that currently are served by the Community College.
5. It is recommended that representatives of the unified faculty participate fully in all phases of planning for the new organization.
6. It is recommended that the following community colleges program characteristics be continued and include in the basic operating philosophy of the unified institution: (a) An open admissions policy for certain programs with a supporting testing and placement program; (b) a strong emphasis on the teaching function; and (c) The reflection of community needs in the educational programs through the use of program advisory committees.

The report was more satisfactory to the community college faculty than they had imagined it would be. As reflected in the report it was obvious that the committee had seriously considered their concerns. In fact, many felt the recommendations were more favorable to the community college faculty's concern than they were to other faculty and staff. Some administrators of all units were concerned because the consolidation of the two colleges would eliminate some of their positions and modify others.

Though the recommendations were quite favorable to JDCC, the union protested strongly. The union leaders recognized that some union members would probably be lost, no matter how carefully a newly merged institution was organized. For instance, it would be improbable that a merged Arts and Sciences faculty could operate effectively with part of them unionized and the other part not. Therefore, any JDCC faculty member who joined this division would probably lose his/her union membership. It was also probable that the vocational-technical faculty could remain union members, because they were all JDCC faculty and all the programs were lower-division.

No one, of course, knew how the merged organizational pattern would be, or how he or she would fit into it, so the next few months were full of anxiety for all of us. This was especially true for Vern Oremus, President of JDCC, and myself as Director of SESC. Since both JDCC and SESC would be eliminated in a merger, it was certain that our positions would change.

It must be remembered that at the time of these negotiations, JDCC was not a part of UAJ. Since the creation of a separate unit for the community colleges on October 3, 1977, JDCC's president had reported directly to Dr. Patrick O'Rourke, Chancellor for Community Colleges, Rural Education and Extension, whose offices were in Anchorage. I knew Pat well and recognized that though he would certainly like to keep JDCC as a part of CCREE, Pat recognized that UAJ and JDCC was a special case. Therefore, he was fully cooperative in arranging meetings between the two units to discuss the possibilities. President Humphrey also recognized that UAJ-JDCC was a special case, and in December of 1977 ruled that JDCC would henceforth report to the UAJ Chancellor rather than to the CCREE Chancellor.

During this hectic period, President Humphrey came to an agreement with the Board of Regents to appoint Foster Diebold Special Assistant to the President, eliminating Foster's former position as Executive Secretary to the Board. One of the tasks he assigned to Foster was gathering data and reviewing reports from various groups regarding the proposed merger of UAJ and JDCC. On December 29, Vern Oremus, President of JDCC, sent an impact statement to Foster outlining the views of JDCC's faculty and staff. This report was in reaction to the UAJ committee report, which was sent to President Humphrey in November. The report stated that a merger would result in "a decrease in services; no decrease in administrative or support costs".

The JDCC Impact Statement recommended that the two options rejected by UAJ be given more careful study. The first option was a "Two Institution" model with the "support services transferred to JDCC, the major user, and streamlined to eliminate bureaucratic overgrowth". The other option was an "Extension Center" model, with UAJ programs being offered through an extension center administered by JDCC.

In the midst of all this turmoil another key administrative change seemed to add to the confusion. For reasons known only to him, Dr. Humphrey resigned as President of the University of the State of Alaska on December 31, 1978 after only four months in office. The Board of Regents named Foster Diebold "Chief administrator", and on February 24, 1978, appointed him President. Since Foster was familiar with all the deliberations regarding the merger issue, continuity in the consideration of the issues involved was assured. I had talked with Foster several times about the merger question, and felt that he had an open mind regarding the possible resolution of the problem therein. I also knew that Foster was a man of action and that he would not hesitate to make firm recommendations once he had made up his mind. Others, however, were somewhat fearful of the consequences of the University's having four different presidents in less than a year's time (Hiatt, Ferguson, Humphrey, and Diebold).

It was not long after Foster Diebold assumed his new duties that a prime example of his forcefulness occurred. On January 16th, 1978 I received a telephone call from Foster stating that Chancellor Ferguson had been removed from his position as Chancellor of UAJ and that I had been appointed Acting Chancellor. He further stated that Dr. Ferguson would remain on salary for the rest of the fiscal year, but that he was relieved of all duties and henceforth would have no active position with the University. Foster indicated that he had called Dr. Ferguson to inform him of this decision, but that he wanted me to write a letter to Dr. Ferguson stating that, under the direction of President Diebold, Dr. Ferguson was officially relieved of his duties effective immediately.

I knew that Dr. Ferguson and Mr. Diebold had been at odds with each other ever since Dr. Ferguson had been named Acting President of the University. However, I did not realize how deeply those differences had grown. It was true that several times since Dr. Ferguson had returned to his Chancellor's duties he had mentioned that his days with the University were numbered. This was probably the main reason that he had been very "low key" in the administration of UAJ during the fall and winter of 1977. I had no inkling, however, that his position with the University had become so tenuous. Therefore, it was with great reluctance that I walked over to Dr. Ferguson's office to tell him of my conversation with President Diebold. I had great respect for Chuck and hated to see his career with the University of Alaska end this way.

Needless to say, Chuck was very depressed when I went in to see him. He said, "I knew it was coming, Russ, but I didn't think it would be this way. I thought the least they could do would be to notify me that I would not be retained after the end of my current contract, rather than letting me go in the middle of the year." I pointed out that there was at least one advantage in the early dismissal; he would have full salary for several months while he was searching for a new position. He indicated this was small consolation considering the fact that he would probably not be able to get a favorable letter of recommendation from the University to use in his job search.

Chuck and I reminisced quite a while about events that had occurred in the nine years we had been colleagues in Alaska's educational systems. I told him, "Chuck, a lot has been accomplished during this period which you should be proud of". He replied, "Yes, we made progress, though all of us made some mistakes along the line. The biggest mistake I made, of course, was to go to Fairbanks as Acting President against the advice of many of you'. I had to agree, but there was nothing that could be done about that now. Dr. Ferguson was still a young man and had to get on with his professional life.

The next day Dr. Ferguson asked me if he could use a spare office for the rest of the fiscal. He explained that it would help him greatly in his search for a new position to have a "base" from which to operate. I told him that I thought this would be satisfactory. Upon his request, I granted him one week to collect his personal things and move them from his current office to the alternate one.

In a telephone conversation the next day, Foster Diebold informed me that he didn't think Dr. Ferguson's use of an office at UAJ was a good idea. He reasoned that as long as Dr. Ferguson had an office there, many of the staff and faculty would still look to him for answers to their problems. This, he said, would undermine my authority as Acting Chancellor and make it more difficult for me to effectively administer UAJ. He further stated that I should tell Dr. Ferguson that he must remove all his personal effects from UAJ facilities and not enter the facilities except to come and pick up his paycheck once a month.

Dr. Ferguson indicated that he was disappointed at this stipulation, but was not really surprised. Consequently, he removed his personal effects from the office and seldom came to the UAJ campus thereafter.

In reviewing Dr. Ferguson's eight years with the University, I felt his accomplishments were substantial despite the controversy, which often surrounded him. Without his "empire building" nature UASE would probably never have been formed and Southeast Alaska's citizens would not have had the opportunity to pursue degree programs in their own region. Further, after arriving in Juneau as Provost in 1972, he worked tirelessly to improve programs by seeking and obtaining greatly increased funding for their operation. In addition, he was successful in obtaining funding to greatly expand our facilities. These included land and a new building for Sitka Community College, expanded facilities at Ketchikan Community College, the addition of the Novatney Building, the Soboleff Building, the Hendrickson Building and the Anderson Building on the Auke Bay campus, and the Bill Ray Center in downtown Juneau. Finally, the combined enrollment of JDCC and SESC/UAJ climbed from 1260 in 1972-73 to 3903 in 1976-77 and student credit hours increased from 5047 to 14,300. Also, the number of faculty tripled during this period. Without Dr. Ferguson's single-minded zeal, many of these accomplishments would not have been realized.

V. UAJ IN TRANSITION

The merger controversy continued throughout the spring of 1978. President Diebold recognized the need for a permanent solution to the controversy, and indicated that he would make his recommendation to the Board of Regents in its April meeting. He stated that he would accept input on the issues involved until that time.

From February to April the pot kept boiling, with persons on each side of the issue trying to convince President Diebold, members of the Board of Regents and even legislators that their positions should be adopted. In February and again in April some of the UAJ faculty Association sent letters to President Diebold urging the adoption of a 2+2 concept for UAJ. Some JDCC faculty sent letters to Dr. Oremus in March voicing strong opposition to the merger. Others voiced much less strenuous opposition, indicating that the merger might work if certain conditions were reflected in the merger agreement.

At the April meeting of the Board of Regents, which I attended, faculty from both sides of the issues fervently presented their points of view. From questions asked by individual regents, it became apparent to me that the Board of Regents was widely divided on the issue. As Acting Chancellor, I recommended merger as the most efficient and effective organizational pattern for AJ. President Diebold also indicated that merger was the preferred solution based upon information he has received. It appeared at that point that the board of regents was leaning toward merger, but most of us felt that, merge or not, let's make a decision so we can get on with our main task of providing the best possible educational opportunity for our students. We'd been torn up so long fighting the issue that we were getting tired of meeting after meeting and report after report with no decisions being made.

Later in the meeting ACCFT President Mason West and his staff made a very strong and pointed statement to the Board of Regents. He stated that there were some serious legal problems if JDCC were eliminated. Further, he indicated that the Board of Regents must be prepared to face a lawsuit if any kind of reorganization was approved, which prevented any of its members from continuing his/her membership with the ACCFT.

This disturbed several Regents, so they asked Tom Gruening, University legal Counsel, for his input on the matter. Tom did not take a firm stand one way or the other, indicating that a lawsuit was certainly possible with an outcome which he could not predict at that time. Faced with this uncertainty, the Board of Regents postponed action on the merger question until the May meeting.

Those in favor of the merger were disappointed at this action, but many of the ACCFT members felt it was a partial victory. The postponement meant that some of the Board of Regent members were fearful of the possibility of a lawsuit. In an apparent effort to play upon these fears, on May 4, 1978, Mason West sent a letter to Tom Gruening that, "The ACCFT opposes the merger of Juneau Douglas Community College and the University of Alaska-Juneau". Further, "If the Board of Regents adopts a policy to merge the schools or demote JDCC to a technical school, we will file a lawsuit".

Pat O'Rourke, Chancellor for Community Colleges, Rural Education and Extension, wrote a very comprehensive and generally non-biased letter to the Board of Regents. In his letter he brought attention to the Board many of the problems he felt were inherent to the merger of JDCC and UAJ. These problems included differences in philosophy of the two institutions, the problems of financing an expanding University center, the necessity of funding student housing to expand the student body of UAJ, and the effect on the entire University of Alaska system if a University Center was approved for Juneau. After presenting these problems, Chancellor O'Rourke asked the question, "What then might my recommendation be?" He answered his question with these words, "If, after all the questions I have raised above, you feel you have carefully and adequately considered them, and you still decide upon a University Center in Juneau, then I suggest that you do indeed combine JDCC and UAJ creating a special school of Career education and Community Services with an open enrollment policy in this school."

Carefully considering the voluminous input from all factions, the Board of Regents approved in its May, 1978, meeting a recommendation from President Diebold for a unified University of Alaska-Juneau and elimination of the Juneau Douglas Community College and Southeast Senior College. Whether they liked the decision or not, most faculty and staff at UAJ were glad that the issue was finally settled. Dr. Oremus, Campus President of JDCC, wrote a letter to his faculty and staff appointing JDCC members to a unification committee. Machinery was put into motion to develop a proposed organizational structure for UAJ, with all segments of the faculty and staff represented. Meantime, Mason West, ACCFT President, sent a letter to President Diebold stating, "The ACCFT will oppose any agreement, verbal or written, that changes the condition of employment of any JDCC faculty member".

Faced with the threat of a lawsuit, the Board of Regents backed down on its May decision and in its June meeting approved a different structure for UAJ. What they approved was basically the 2+2 structure advocated by the ACCFT: two quasi-independent schools, Southeast Senior College and Juneau-Douglas Community College, under the University of Alaska-Juneau Chancellor. So, after over a year of deliberations, we were back where we had started. The only difference was that at least SESC and JDCC were under the administration of the same Chancellor, so utilization of services and facilities and the coordination of the programs was facilitated. The major problems of inefficient staff utilization and inability to develop articulated four-year degree programs still remained. As acting Chancellor, I was certainly discouraged.

Adjusting to the two-plus-two organization was not too difficult for faculty and staff. In fact we found it easier to administer than the previous organization wherein JDCC was administered from the Anchorage office of the Chancellor of CCREE. There was a general feeling, however, that the two-plus-two organization wouldn't last, that something different would be implemented sometime in the near future. One reason for this feeling was that the University was in the process of selecting a permanent Chancellor for UAJ, and most of us were certain that he would have his own ideas on how UAJ should be structured.

Since President Diebold and I had worked quite well together during my tenure as Acting Chancellor, he urged me to apply for the UAJ Chancellor position. I knew I would be identified as a "Senior College pro-merger" man by those who had been opposed to the merger, so I felt I had little chance of being selected. Therefore, I submitted my application as President Diebold suggested, with the clear understanding that there would be no hard feelings if I were not selected, and that I would cooperate fully with the new Chancellor for the betterment of UAJ.

Dr. Charles Fields was Chairman of the Selection Committee, which began screening applicants. The committee was not far into its deliberations when Dr. Fields told me that the Committee had decided that with all the recent turmoil surrounding the merger question, it would be better if the new Chancellor came from outside the State. I told him I could see the logic in that decision, and to go right ahead with the selection process.

Late in the fall of 1978 the Committee selected its finalists and the interview process began. Dr. Michael Paradise,, who had been President of two colleges in Nebraska, made a very favorable impression upon many of us in his preliminary interviews. After the interviews for all the finalists were completed, Dr. Woodworth Thrombly, University Vice President of Academic Affairs, said to me, "Russ, we've got some good applicants here, but personally I like the little Greek." Though I didn't necessarily agree with the using of the term "little Greek" I did agree with his selection. I felt that Dr. Paradise was the right man to help UAJ heal old wounds and to move UAJ forward from its then-existing stalemate. Evidently, the Committee, President Diebold and the Board of Regents agreed, because Dr. Michael Paradise was appointed UAJ's second permanent Chancellor effective February 27, 1979. So, after more than a year as Acting Chancellor, I reverted to my former position as Director of the Southeastern Senior College.

VI. PARADISE: CATALYST FOR GROWTH

In a conversation I had with Dr. Paradise in 1986, I asked him what his first impressions of UAJ were. "Russ", he said, "when I became Chancellor in 1979, I thought the UAJ Auke Lake Campus looked like three apartment houses and a garage." With four small buildings tucked below the hillside overlooking Auke Lake, I could see how he got that first impression. "I also felt that UAJ had very limited programs, not so much in number of programs, but in the depth and the quality of those programs", he continued.

When asked about his first impression of UAJ's organizational pattern, Dr. Paradise stated, "I felt UAJ must be cohesive. It didn't make sense to have a separate Community College and a separate Senior College. UAJ just wasn't big enough for two colleges. I also felt that the faculty, curriculum and facilities must be upgraded if UAJ was ever to be accredited. Of special importance was the need for a greatly improved library. A good library was essential if UAJ was to grow into a quality institution".

Looking back, it is obvious that Chancellor Paradise lost no time in working toward the solution of the problems he felt he had inherited. He soon published the administrative structure for UAJ, which showed his chief administrative officers as: Dr. Vern Oremus, Campus President, JDCC; Dr. W. Russell Jones, Dean, Southeastern Senior College; Harry Keim, Director of Administrative Services; Alan Schorr, Director of UAJ Library; Dr. Charles Fields, Dean of Students Services; and William Marchese, Director of Publications and Information. This brought some immediate stability to the institution, allowing Chancellor Paradise to spend considerable time in working toward his goals for improving UAJ.

Two events occurred in the spring of 1979 which indicated that UAJ's new Chancellor was hard at work trying to settle the organizational problems which had plagued UAJ for so many months. In April the Board of Regents Educational Policy Committee recommended that Arts and Sciences be moved from JDCC to UAJ and convert the remainder of JDCC into a vocational-technical college. In May Chancellor Paradise recommended to the Board of Regent Educational Committee and to President Diebold that both JDCC and SESC be eliminated. These recommendations set the stage for action at the Board of Regents meeting scheduled in June.

The reorganization of UAJ was of course a major topic of discussion at the June Board of Regents meeting, as it had been for several meetings in the past. There was a definite feeling among many of us, however, that this meeting was going to be different. From conversations with various Regents both before the meeting and at the breaks I was convinced that positive action on the reorganization question was forthcoming. I was not disappointed. To the joy of Chancellor Paradise, myself, and many others the Board of Regents eliminated SESC and converted JDCC to Juneau-Douglas Technical College (JDTC) by transferring JDCC's academic curriculum to UAJ.

Another critically important event which directly affected the future of UAJ, was the appointment of Dr. Jay Barton as President of the University of Alaska effective July 1, 1979. For the first time in two hectic years the University had a permanent president and UAJ had a permanent chancellor. If the two individuals who held these positions were able to see eye-to-eye on what was best for UAJ, there was an excellent possibility for resolution of the reorganization problem once and for all. As summer waned and fall was upon us, those of us who were in favor of the merger were heartened by what we saw happening.

President Barton wrote a letter to Board of Regent President Ramuson in October requesting that Chancellor Paradise's newly developed plan and internal reorganization be placed on the agenda for the November Board of Regent meeting. A few days later, University Vice President Woodward Thrombley sent a letter to President Barton explaining his views on the merger. He recommended that a motion be drafted for the Board of Regents to abolish JDCC effective January 1, 1980.

Finally, at its November meeting the Board of Regents authorized the University of Alaska administration to abolish programs in the Divisions of Business and Arts and Science at JDCC and to transfer the remaining programs of JDCC to the JDCC Division of UAJ. The internal reorganization of UAJ was to be effective January 1, 1980.

While I hailed the resolution of the merger question, I was concerned about naming the vocational-technical division of UAJ the Juneau-Douglas Community College Division rather than JDTC as originally approved. I talked with Chancellor Paradise about this, indicating that I felt that continuing the JDCC name would cause confusion in the minds of students, faculty, the legislature and the general public. Many would think that we still had a community college in Juneau, when in reality we did not. Dr. Paradise agreed that there might be some confusion, but that he felt continuing the name JDCC would mollify the Union somewhat. In addition, he decided to allow all faculty in the JDCC Division to remain in the Union.

I recognized that threats from the Union had been a concern of the Board of regents and the administration for some time, so I sympathized with Dr. Paradise's desire to avoid problems if at all possible. However, I still objected to perpetuating the JDCC name when we really no longer had a community college. I felt that both the SESC and the JDCC titles should be eliminated, not just one of them.

Looking back, it does appear that continuing the JDCC name did indeed caused considerable confusion in the minds of many. Even in 1986, six years after the merger, I found legislators and other individuals who thought we had a community college in Juneau. Dr. Robbie Stell, former Director of the Division of Business with JDCC, said to me in a 1986 interview, "Russ, I think it was a mistake to continue the JDCC name. In my present position as Dean of JDCC I frequently get requests from prospective students wanting to enroll in a general education program at JDCC because they feel they would not succeed in a similar program at UAJ. I have to tell them that JDCC is not a community college and that all general education courses are offered through other schools at UAJ. If we could

eliminate the JDCC name right now it would be to the benefit of everyone.” Dr. Vern Oremus, former President of JDCC and then head of the Master of Science degree program in Vocational Education at UAJ, told me essentially the same thing in a December, 1986 interview.

Soon after the November 1979 decision to keep the JDCC name, it became apparent that attempts to appease the Union had been fruitless. Later in November the ACCFT filed suit, seeking an injunction to halt the UAJ-JDCC merger charging that the Board of regents held illegal executive sessions to discuss the reorganization issue. The court took the ACCFT suit under advisement, but did not issue an injunction to halt the merger process. Hence, Dr. Paradise moved ahead without delay. He decided, and I think wisely so, to implement the merger in stages. The first stage was to reorganize the administrative structure effective January 1, 1980, but to continue JDCC’s academic programs “as is” until the end of the fiscal year. The second stage was the reorganization of the JDCC academic programs, to be implemented July 1, 1980. Since all the JDCC faculty’s contracts ran to the end of the academic year, this decision to continue the JDCC programs eliminated the possibility of breach of contract suits from the Union faculty.

Finalizing the administrative structure for the merged institution proved to be difficult. Chancellor Paradise had a real desire to accommodate all those administrators who held positions in the former SESC and JDCC. He was a sensitive man who did not want to unnecessarily hurt anyone’s feelings. As a result, he drafted several different administrative organizational patterns before he found one that would meet the humanistic needs of the individuals involved as well as the administrative needs of a growing UAJ. Finally, after operating for four months under interim administrative patterns, Dr. Paradise proposed in May an organizational structure which he felt would not only meet the administrative needs of UAJ for the immediate future, but would also provide a structure which would provide effective leadership for the academic programs which were to be reorganized effective July 1, 1980. After receiving input from his staff and others, a few changes were made, but the organizational structure finally implemented on July 1, 1980, was basically the same as the May proposal.

The merger was implemented fully on July 1, 1980 to conform to the Chancellor’s original timeline. True to the Chancellor’s desire, most of the former SESC and JDCC administrators were accommodated in the structure. One exception was Dr. Vern Oremus, former President of JDCC, who was offered the Executive Officer position but declined, accepting instead a position with the rank of Full Professor. Under Dr. Oremus’ leadership, a Master of Science in Vocational Education degree program was established at UAJ, the only program of its kind in the University system.

In the new organization chart, there were three major unit administrators who reported directly to the Chancellor. These were: Dr. W. Russell Jones, Dean for Academic Affairs; Dr. Charles Fields, University Executive Officer; and Mr. Harry Keim, Director of Administrative Services. There were two other officers whose activities were attached directly to the Chancellor’s office. These were Mr. William Marchese, Director of

University Relations and Ms. Barbara O'Hara, Affirmative Action/Equal Employment Opportunity Officer.

Reporting to the Dean of Academic Affairs were Ms. Roberta Stell, Director, Business Division; Dr. Lawrence Lee Oldaker, Director, Education Division; Dr. Phillip Hocker, Director, Humanities and Social Sciences Division; Dr. Richard Gard, Director, Natural Sciences Division; Dr. Richard Lee, Director, Juneau-Douglas Community College Component; and Dr. Myrna Cassel, Director, Continuing Education and Public Services.

Reporting to the University Executive Director were: Dr. Howard Lindskoog, Director, Student Services and Institutional Studies; Ms. Remonda Shoemaker, Director, Human Resources Development; Mr. Alan Schorr, Director, Library and Media Services; and Mr. Gene Hickey, Director of Admissions.

Reporting to the Director of Administrative Services were: Mr. Robert Green, Director, Physical Plant; Ms. Diane Schmitt, Supervisor, Business Services; Mr. Rick Bundy, Manager, Accounting Services; Ms. Ginny Hayes, Manager of the Bookstore; and Mr. Andy Lee, Manager of Student Housing.

A close look at this new organizational structure for UAJ reveals how well Dr. Paradise was able to accommodate administrators from the former SESC and JDCC. All former division directors and coordinators had been assigned comparable positions in the merged UAJ except: Dr. Randall Ackley, former JDCC Director of the Division of Arts and Sciences; Dr. Armand Sequin, former JDCC Director of the Division of Career Education; and Dr. Mike Moorman, former SESC Coordinator of the Division of Management Sciences. Dr. Ackley was assigned as Director of the Center for Educational Rehabilitation Studies, a new program for inmates in the State's jails. Dr. Sequin was appointed Associate Professor of Vocational Education and Dr. Moorman reverted to his original position as Associate Professor of Business Administration.

During the spring of 1980 Dr. Paradise, myself and University of Alaska Vice President for Academic Affairs, Dr. Woodworth Thrombley, worked on the problem of assigning academic rank to the JDCC faculty members who would be reassigned to the merged UAJ. Though most of the former JDCC faculty did not have doctoral degrees, and would have been assigned to lower ranks in most four-year colleges, all of us felt that in this case higher ranks were justified. Woody Thrombley dragged his feet a little, but finally approved the academic rank assignments with little change from Chancellor Paradise's and my recommendations. Most of the former JDCC faculty were assigned to the ranks of Assistant Professor and Associate Professor and only one relative newcomer to the rank of Instructor. Since the faculty of the JDCC Component retained their Union status, they did not have an academic rank and continued to be called "Teachers".

Recognizing that faculty without terminal degrees would be a disadvantage when they were considered for promotion, and that provision was needed for these faculty to improve their qualifications to teach upper division courses, Chancellor Paradise prevailed upon President Barton and the Board of Regents to grant Special Sabbatical Leaves to

those faculty who desired to work toward a terminal degree. Every year two to four of these Special Sabbaticals would be awarded, depending upon funding. In ensuing years most of the former JDCC faculty took advantage of this opportunity and as of 1986, most of them had either received their terminal degrees or were close to completing their programs.

One other provision was made to help smooth the merger process. Every JDCC teacher was given the opportunity to transfer to any other community college in the state wherein there was a vacancy in his/her particular field. To my knowledge, only one JDCC teacher elected to transfer. The others accepted their new assignments at UAJ. So, with all the administrative and academic organizational problems pretty well solved, the July 1, 1980 merger was implemented. With little fanfare UAJ finally became a unified four-year University Center. Whether they were in favor of the merger or not, most people were glad that the controversy was over.

Though the suit by the ACCFT was still pending in the courts, Dr. Paradise and his staff continued their efforts to make the transition into a fully merged institution as smooth as possible. As Dean of Academic Affairs, one of my most urgent tasks was the preparation of a unified academic catalog in time for the fall, 1980 registration. Meantime, the administrative and support services units were preparing their material for the catalog. Finally, Bill Marchese, Director of University Relations, assembled all the material and sent it to the printers with the fervent hope that there would be no printing delay that would prevent us from receiving the catalogs promptly. It took several phone calls, but by arranging with the printer to ship several hundred copies by air- freight, we received our catalogs the week before registration was to begin. It was the first catalog for the University of Alaska, Juneau as a merged, unified institution and for the first time all courses were listed from freshman level through graduate level instead of the previous format of having lower division course listed in a JDCC section and upper division /graduate courses listed in a SESC section. Since the first catalog of a merged UAJ was an historic event to most of us, it seemed fitting that the cover of the catalog depict another historic event in the history of Juneau, the anchoring of the U.S.S. Vicksburg, a Navy gunboat, off Juneau's waterfront in 1919. The cover, a reproduction of a Lowell Janson lithograph, shows the Governor's Mansion, the old Court House and several other buildings in the background during a time when both the Treadwell and the Alaska-Juneau mines were producing large quantities of gold. It was hoped by many of us that UAJ would be able to contribute a product even more valuable than gold to future Alaskans: high quality education.

During the 1980 and 1981 legislative sessions, Chancellor Paradise made his expertise in obtaining legislative support obvious. In addition to an increase in operational funds, he was also able to receive funding for the building of the welding laboratory on the newly acquire downtown waterfront site and for an addition to the Bill Ray Center. Though some of us had questioned the wisdom of naming the building after Senator Ray when it was first built in 1977, it was certainly apparent that honoring Senator Bill Ray had paid off over the years.

In the spring of 1980 I was again called to serve as Acting Chancellor. Chancellor Paradise had a serious heart attack and was flown to Seattle for a four-way by-pass operation. Fortunately he recovered quite rapidly, and even though it was some time before he could return to duty, he and I conferred regularly by telephone regarding major decisions that needed to be made to smooth the merger process and get ready for the 1980-81 academic year. After his return in early summer, I resumed my duties as Dean for Academic Affairs. Since we were in such close contact during his illness, there appeared to be little lost in the preparation for the fall semester.

By the summer of 1980 the merger question had been substantially settled so Chancellor Paradise turned to other pressing issues. One of these was the question of accreditation for UAJ. The Northwest Association of Schools and Colleges, our accrediting agency, had granted candidacy status to UASE in 1974. In 1977 accreditation was denied partially because again we were in a re-organizational turmoil. Both Sitka and Ketchikan Community Colleges had been part of UASE, but in 1977 they were separated from UASE and placed under a separate Chancellor for Community Colleges whose offices were in Anchorage. Therefore, NWASC decided that UAJ must wait until its organizational pattern was stabilized before accreditation could be considered. Other concerns, such as adequacy of UAJ's library, quantity and quality of faculty and depth of programs were mentioned as items that should be improved before any future accreditation review.

Candidate status for UAJ was reaffirmed in 1979 after the Board of Regents approved the merger. However, with all the re-organizational problems, very little energy and resources had been directed toward solving accreditation problems during the 1980-81 academic year. Consequently, NWASC decided that not enough improvement had been shown by the fall of 1981, so accreditation was denied and candidacy status was continued. UAJ was given additional time to get its house in order before the next scheduled review in the fall of 1983.

Soon after the 1981 review by NWASC, it was decided that we needed to take a close look at the number of programs we had and whether the quality of those programs could be improved to acceptable quality in time for the next NWASC review. After careful consideration, I, as Dean of Academic Affairs, recommended that we eliminate our masters degree programs in Counseling and Guidance, Special Education, and Engineering and Science Management. UAJ had only one faculty member in the guidance and counseling and special education areas wherein we needed at least four, so bringing these programs up to par seemed impractical at this time. We had no faculty in the EMS program, and trying to operate the program with visiting faculty from UAF and UAA had proven to be unsuccessful. Chancellor Paradise approved these program deletions with the understanding that we would accept no new applicants for the degrees but that those individuals who had already been accepted and were currently working on their degree requirements would be allowed to complete their degrees. This allowed us to concentrate our resources toward the improvement of UAJ's other degree programs.

Chancellor Paradise also looked at the long-range facilities needs of UAJ, not only from the immediate needs for accreditation, but also for the needs of a projected University

Center with from 3,000 to 5,000 full time equivalent students by the year 2000. He recognized that the twenty-two original acres of the Auke Lake Campus was critically short of what was needed, and that buildings to support an adequate program for the current student body was woefully inadequate, let alone what would be needed for the year 2000 student body. As a result of these realizations, Dr. Paradise began a program of land acquisition and building fund solicitation, which would prove to be very successful in the ensuing years.

With the completion of Phase II of the Hendrickson Building on the Auke Lake Campus in 1980 and the Welding Laboratory on the Juneau waterfront in 1981, some relief for the shortage of classroom space was provided. We had not been able to increase the size of UAJ's land holdings, but Chancellor Paradise's negotiations soon began to bear fruit. Dave Horton owned a four-acre parcel on Auke Lake just a few hundred feet up the lakeshore from the Novatney Building. This was a prime parcel of land for UAJ's future development. The only problem was that this parcel was separated from the Auke Lake Campus property by a parcel, which was owned by the U. S. Forest Service. The Forest Service stated that the designated use for its parcel of the land was for the building of a Forest Service Laboratory. Officials indicated that they would be willing to negotiate the transfer of the USFC land to the University if UAJ would build a laboratory building, which could be jointly used by the Forest Service and UAJ. With this in mind, the University bought the Horton property with the hopes that future negotiations would result in the transfer of the Forest Service land to the University.

After considerable cooperative planning, a plan for a Forestry Lab Building was developed which met the approval of the Forest Service and the University. Securing funding for the multi-million dollar building was the next step. Since a Forest Service Laboratory was not of high priority for a new UAJ building, it was agreed that Forest Service personnel would lobby the Legislature for the necessary funds to build the building. Dr. Paradise emphasized that funding for this building should not jeopardize funding for higher priority UAJ building requests. Therefore, UAJ would not submit the Forestry Laboratory to the Legislature as one of its funding requests, but would endorse the request if the Forest Service was able to convince legislators that the project should be funded.

Legislators showed initial interest and funds for detailed planning of the project were received. However, funds for actual building were never approved. Recognizing that funding would probably never be received, UAJ did finally negotiate an agreement with the forest service for rights-of-way across their land for road and walkway access to the Horton property and to the Loop Road. This would allow UAJ to pursue the acquisition of lands across the road for future building of student housing and athletic facilities.

In 1982, the pressure on classroom space eased a little more with the completion of Phase II of the Anderson (Fisheries) Building and Phase II of the Ray Center. The third-floor addition to the Anderson Building provided new classrooms and laboratories, which allowed the first floor to be converted solely to research laboratories. Though this was not all that was needed, for the first time faculty and graduate students had space, which could

be dedicated solely to marine and fisheries research. The Bill Ray Center addition provided space for computer, office machine and accounting laboratories as well as much needed classroom and library space.

The 1981-82 period brought the reorganization question to the fore again. The ACCFT continued litigation over the merger, and on May 21, 1981 the Alaska Superior Court ruled that the University would have ninety days in which to correct the problems surrounding the 1979 merger decision. Since the main charge of the ACCFT had been that the Board of Regents illegally met in executive session to consider the merger, the Board of Regents called another meeting in Juneau on July 30, 1981 to re-consider the merger issue. Testimony was again received from the ACCFT, faculty groups, administrators and individuals regarding the pros and cons of the merger. After several hours of testimony, the Board of Regents reaffirmed their 1979 decision to merge JDCC and UAJ. Hopes that the issue was finally settled were short-lived again, however, because the ACCFT promptly appealed the 1981 Superior Court decision to the Alaska Supreme Court, placing the merger question in limbo again.

The pot continued to boil regarding internal organization patterns. After several minor changes, Chancellor Paradise announced a major change in UAJ's organizational pattern effective July 1, 1982. In an effort to reorganize UAJ in a pattern similar to that used in larger universities elsewhere, he organized UAJ into four Schools and a JDCC Component. To complement this organization, the heads of each School were changed from Directors to Deans. The Academic Organization was as follows: School Of Business, Roberta Stell, Dean; School of Education and Liberal Arts, Dr. Phillip Hocker, Dean; School of Extended and Graduate Studies, Dr. Myrna Cassel, Dean; School of Fisheries and Science, Dr. Richard Gard, Acting Dean; JDCC Component, Dr. Richard Lee, Dean. There were no surprises in the naming of these Deans since they had all been Directors of their divisions before. The one exception was the naming of Dr. Gard as Acting Dean. The Chancellor indicated that he felt UAJ should advertise for a nationally known individual to become Dean of the School of Fisheries and Science. Since this School was expected to expand its research arm considerably, it was felt that a dean with a "name" would be able to secure more research grants for the school. Therefore, Dr. Gard was appointed Acting Dean pending the outcome of a national search. On December 30, 1982, Dr. Ole Mathisen was appointed Dean of the School of Fisheries and Science and Dr. Gard continued on the faculty as Professor of Fisheries.

Changes also occurred in the administrative structure of UAJ as a result of the July 1, 1982 reorganization. I was appointed to the newly established position of Executive Vice Chancellor. Harry Keim's position was changed from Director to Vice Chancellor for Administrative Services and, since I had been moved from the Dean for Academic Affairs position to Executive Vice Chancellor, Dr. Myrna Cassel was named Acting Vice Chancellor for Academic Affairs, while UAJ advertised for applicants to fill that position permanently. After a nationwide search, Dr. Beverly Beeton was named Vice Chancellor for Academic Affairs effective January 17, 1983. Dr. Myrna Cassel then reverted to her original position as Dean of the School of Extended and Graduate Studies. Dr. Beeton, who

came to UAJ from a position as Associate Provost/Vice President for Academic Affairs at Governors State University in Illinois, was considered to be very well qualified for her new position.

The response to Chancellor Paradise's latest reorganization was mixed. Some faculty and others stated they thought the new organization much better than the old and that UAJ would be better recognized as a viable University Center as a result. Personally, I liked the "School" and "Dean" titles much better than the "Division" and "Director" titles. I felt there would be less confusion because we were now in a pattern, which was universally recognizable. Further, changing to "Vice Chancellor" titles for the head of Academic Affairs and Administrative Services was in line with titles for those administrators at UAA and UAF.

There were some criticisms, however, from both inside and outside the University system. Some stated the UAJ was not large enough to warrant "Schools and "Deans", and certainly not complex enough to warrant "Vice Chancellors" in the administrative structure. Dr. Paradise admitted that creating the Executive Vice Chancellor position had resulted in some criticism from other University Administrators and even some Regents. Though I was happy to have the position, I wondered whether it would survive as a permanent position.

During the fall of 1982 the new organization seemed to meet UAJ's needs well. Faculty seemed to identify more with the "School" designation than they did with the "Division" one. I adjusted quickly to my new position, one in which I was a close advisor of the Chancellor as well as a line office. One of my new responsibilities was to develop a "planning" function for UAJ, a service that had been badly needed. In the past, all the chief administrators had shared in planning, but as their tasks became more complex they did not have sufficient time to do justice to planning as an ancillary responsibility. Further, developing a comprehensive long-range plan for UAJ was one of the Chancellor's highest priorities and one that would require concerted leadership from a high-level administrator. UAJ's planning could not be done on a "piecemeal" basis any longer. To support the planning function, the Chancellor appointed a Planning Council whose membership included me as Chairperson, all the Deans and representatives from the faculty, staff and student associations. The Regional Architect from the University Office of Facilities Planning and Construction served in an advisory capacity. Though developing a long-range plan for UAJ would take time, I felt we now had the staff and advisory support necessary to make it happen. In ensuing meetings with the Council, the Regional Architect and the Chancellor, a long-range plan for UAJ began to take shape.

In the spring of 1983, Dr. Beeton, the new Vice Chancellor for Academic Affairs, was soon recognized as the professional her resume indicated her to be. Her greatest task for the remainder of 1983 was to see that all preparations for the fall visit of the NWASC accreditation team were completed in a professional and timely manner. Though all the Deans and heads of other academic and administrative units were required to provide input into the Self-Study, the major task of compiling the data and writing the report was assigned to Dr. Myrna Cassel, Dean of Extended and Graduate studies. Myrna had the first

half done before the end of the Spring Semester, and after several revisions a final draft was ready for the printers. When copies had been sent on time to NWASC all of us heaved a sigh of relief, but held our fingers crossed in hopes that the Self-Study would be well received by the NWASC visiting team. At any rate, there was not much we could do now but wait for their October, 1983 visit.

During the spring and summer of 1983 Dr. Beeton made several changes which she felt would help UAJ win accreditation. She assigned Robbie Stell to the position of Assistant Vice Chancellor for Academic Affairs, providing extra assistance for the Vice Chancellor's office to prepare the Self-Study and otherwise get UAJ fully prepared for the Fall NWASC evaluation. This change of assignment for Robbie also served another purpose. She had started working on her doctorate, but as Dean she was not able to get enough time off to work on it as much as she wanted. The assistant Vice Chancellor position was more flexible, allowing Robbie to take off as much as a semester each year to meet the residence requirements of her degree program. Dr. Robert Atkins was hired to replace Robbie as Dean of the School of Business and Public Administration.

Another academic personnel change was the resignation of Dr. Phillip Hocker as Dean of the School of Education and Liberal Arts and the appointment of Dr. William Demmert as Acting Dean. Dr. Hocker continued in his position as Associate Professor of Education.

In 1983 oil prices began to decline. Since nearly ninety percent of Alaska's state budget was funded from oil revenues, some belt-tightening was in the works for all units of state government for fiscal year 1984. Therefore, there was increasing pressure on the University to streamline its operations as much as possible. The University statewide administration felt that UAJ was top-heavy in its administrative structure and asked that Chancellor to consider the possibility of making some changes. My position as Executive Vice Chancellor was particularly vulnerable. This was certainly no surprise to me since I had some concerns when the position was created. When the Chancellor and I talked about the pressures to eliminate the position, I said, "Mike, I think they are right. UAJ really cannot justify having an Executive Vice Chancellor for a school this size. Since I expect to retire in 1984, I am willing to accept a change in title and change responsibilities if it will help." After some discussion we decided that effective July 1, 1983, my position would change to Director of Development and Planning and Assistant to the Chancellor. This would insure continuity in the vital planning function and also provide much needed assistance to the Chancellor. The change would also leave the door open to further changes in the position when I retired.

Nineteen eighty three also marked the completion of the new buildings for UAJ, again emphasizing the high degree of success the Chancellor had in securing funding. The Maurant Building was completed, next to the Library Building on the Auke Lake Campus, and Hendrickson Annex I, a modular classroom building, was completed on the lakeside of the Hendrickson Building. The Office of the Chancellor and other central administrative offices were moved from the Goertzen Building, next to the Auke Bay Post Office, to the

first floor of the Maurant Building, allowing UAJ to cancel its lease on the Goertzen Building with some cost saving.

The completion of the Marine Core Building on the downtown waterfront site was a landmark for JDCC. For the first time all the vocational-technical programs were together in one place, making them much easier to coordinate and supervise. Further, this was the first time adequate space and equipment was available to serve their program needs.

Another development, which affected the use of the marine and technology facilities came as a result of negotiations with the Juneau-Douglas High School. The High School was in the process of being remodeled at the same time the Marine Core Building was being designed. Since the two facilities were just across Egan Drive from each other, it appeared that some sharing of facilities would be beneficial to both UAJ and the school district. As Director of Development and Planning, I served as chairman of a joint committee charged to investigate the possibilities.

Early in the negotiations it soon became apparent that some sharing was possible. Most of JDCC's courses were scheduled in the late afternoon and evening, while the high school's needs were from early morning through early afternoon. After several meetings it was agreed that UAJ would build an auto mechanics laboratory which could be used by both UAJ and J-D High, and the school district would provide a woodworking shop and carpentry laboratory for use by both units. Plans were also made to have a pedestrian overpass built over Egan Drive to connect the two facilities. In due time, the facilities were completed and joint use began without too many problems.

All of us held our breath when the NWASC evaluation team came to visit us in October of 1983. We were confident that the improvements in our academic delivery system and in our facilities would be favorably received, but we also know that you can never forecast what the decision of a visiting team would be.

I was really proud of what I could see happening as the three-day visit progressed. All units, both administrative and academic, set their differences aside and presented a coordinated, unified front to the evaluating team. Further, UAJ's faculty and student associations, advisory committees and lay groups were consistent in their support. In addition, local Regents, members of the State Legislature (Senator Bill Ray and Representatives Jim Duncan and Mike Miller), as well as representatives of the City And Borough government made it clear that they supported UAJ to the fullest. As the final hours of the NWASC team visit passed, I was confident that UAJ would receive a positive evaluation and that, at long last, UAJ would become fully accredited.

I was not disappointed. At their exit interview the NWASC team cited several areas in which UAJ needed improvement (library facilities and holdings, academic programs which needed addition, faculty, student housing and other facilities for students, among others), but the overall tone of the report was very favorable as the team cited many areas of improvement since the last visit in 1981. The team gave due credit to Vice Chancellor Beeton for her obvious leadership in effecting the many improvements in the academic

program area, and to the Chancellor for securing funding for much needed facilities. UAJ was also complimented for the development of a long-range campus development plan, which indicated that we were making sound decisions regarding UAJ's future needs.

The report of the NWASC evaluation team was submitted to the Commission on Colleges in time for action at NWASC's annual meeting in early December. The Chancellor, both Vice Chancellors and I attended the meeting to provide any additional information the Commission might need and to hear the final report of the Commission. Several questions were asked of us at the meeting and we hoped we had given them satisfactory answers, but when we left the meeting we were not at all sure what the Commission's recommendation to the NWASC Directors would be. Therefore, we were a little anxious as we waited for the general session meeting, which was to occur the next day. Needless to say, we were overjoyed to hear UAJ listed as one of the institutions, which were approved for full accreditation at the general meeting. There was one condition to UAJ's accreditation; the Commission requested an interim report in three years regarding UAJ's progress toward meeting the general recommendations for improvement listed in the report of the NWASC evaluation committee.

All of us were jubilant that UAJ had finally received full accreditation. Our exuberance was evident as we dined together that evening, making plans for a "victory" announcement when we returned to Juneau, but also making plans for future actions, which would be needed to erase deficiencies noted in the accreditation report. We knew we weren't out of the woods yet, and that we could not relax in our efforts to make UAJ the best institution possible.

Upon our return to Juneau, we found a general feeling of elation. The news media carried stories on UAJ's approval for full accreditation and, of course, the Board of Regents and the President's Office received full copies of the accreditation report. The Chancellor immediately made plans for securing funding for some of the recommendations listed in the report. He well knew that the legislature would be in session in a few weeks, and he wanted to be prepared.

While improvements and changes in academic program delivery and preparation for accreditation review were going on in 1983, I, as Director of Development and Planning, was heavily involved in the development of a master plan and in the preparation of funding requests for 1984-85 projects. Also, my office was heavily involved in negotiations for land on which to build student housing. Except for sixteen beds in a couple of old houses which UAJ owned near Auke Bay, no student housing had been available since the contract for private student housing had expired in 1999. All of us on the Planning Council considered student housing essential to the establishment of a stable, full-time student-body at UAJ. This was also listed as a concern by the NWASC accreditation evaluation team in the report of October 1983 visit. Chancellor Paradise had recognized this need, and ever since his arrival had submitted requests for funding student housing. Other University requests received higher priority for funding in previous years, but finally in fiscal year of 1984, the Board of Regents approved UAJ's student housing request as one of its top priorities. Jack Wolever, Regional Architect for Facilities Planning and Construction, worked closely with

me and the Planning Council as we developed preliminary plans for a cluster-type student housing facility which included several two-story condominium-style dwellings for 200 students and a central student all-purpose building. If UAJ could secure the eight million dollars necessary to build the facility, our student housing needs would be satisfied for at least a few years.

As we examined the possibilities, we found that the City and Borough of Juneau owned a one hundred and eighty acre unimproved tract of land north of Auke Bay School which extended parallel to Loop Road. This tract was about a ten-minute walk from the campus. One other tract, which was close to the campus, was considered in previous years, but negotiations to purchase the land had been unsuccessful. This was the Dave Horton property, containing the intersection of Glacier Highway and the Loop Road in Auke Bay. So, the City and Borough of Juneau land appeared to be our last resort.

After talking with Tom Peterson, Director of Planning for the City and Borough of Juneau, a request for about twenty- six acre of this land was prepared. Initial negotiations with the City manager indicated that some kind of a deal for acquiring the land might be worked out. The City and Borough was interested in acquiring the University land along Montana Creek for a dedicated green belt, and a trade was a possibility. I contacted the University's statewide land office about this, and was informed that a trade might be in the best interest of the University, but to work out a trade was a long, somewhat tedious process. It was decided to continue negotiations for a trade for part or all of the one hundred and eighty acres CBJ tract, with the understanding that it would probably be a couple of years before such a deal could be finalized. This would satisfy some of UAJ's long-range needs, but it would be too late to meet the immediate building needs. Timely acquisition of a tract of land, upon which to build the first phase of student housing, was considered critical by the Chancellor and the Planning Council. We knew that if we didn't have the land, it was very unlikely that the legislature would approve funding for the project in the next legislative session.

Back to the City and Borough we went. We requested that CBJ donate the twenty-six acre parcel to UAJ with the understanding that negotiations for trading the University's Montana Creek property for the rest of the one hundred and eighty acre CBJ property would continue. Mr. Peterson and the City Manager weren't too interested in endorsing such a request. After all, their main responsibility was to manage all CBJ property for the best interest of the City-Borough and its taxpayers. They indicated that the CBJ might be interested in selling the twenty-six acres to the University, but the City Manager could not recommend that it be donated. A value of about \$800,000 was suggested for the land.

The Chancellor, Jack Wolever and I examined the purchase possibility from all angles. Jack pointed out that using \$800,000 out of the expected appropriation to purchase land would seriously jeopardize the student housing project. The project would have to be re-designed and the number of students, which could be housed, would be substantially reduced. The Chancellor felt this was unacceptable, and I agreed with him. Finally, we decided we would take a request for an outright donation of the land directly to the City-Borough assembly. After securing a place on the agenda, we approached the meeting with

some trepidation. Chancellor Paradise presented a poignant appeal to the Assembly, pointing out that the future growth of Juneau would be enhanced by a strong, growing UAJ. I presented the plans for the project, pointed out the contribution of UAJ to the City-Borough's economy, and stressed the importance of UAJ's having the land as a prerequisite for funding by the Legislature. As the break, most of the Assembly members approached us, asking questions regarding the project and closely examining the plans Jack Wolever had so expertly prepared. After the break, a motion was made to donate the twenty-six acre parcel to the University. The City-Borough attorney made an effort to reword the motion so that the donation was contingent upon completion of the trade for the Montana Creek property. I pointed out that this contingency would probably cause the Legislature to refuse funding for the project, because of the expected two-year delay in implementing the trade. Both the Chancellor and I emphasized the importance of having the land available in time to begin construction immediately upon funding. Without much further debate, the motion was passed to donate the building site to the University. Thus began a long period of close and mutually beneficial cooperation between the CBJ and UAJ.

Early in 1984 President Barton appointed me Special Assistant for Legislative Affairs. He had arranged with Chancellor Paradise to release me from all but my planning duties for UAJ so that I could spend about half of my time representing the University of Alaska to the Legislature and the Governor's Office. I had worked with the legislative committees and individual legislators considerably during my thirteen years with the University, so the new assignment was not unfamiliar to me. There was one major difference, however. The new assignment would require me to work for the best interest of all units of the University of Alaska, not just UAJ.

Though there was some belt-tightening predicted for 1984, it appeared that there would be sufficient funding for most of the state's operational needs plus additional funds for well-documented capital projects. My job was to present the University's needs, effectively to any legislator who asked, and to secure back-up information to support these needs. Therefore, I was in regular contact with the President's Office and each of the Chancellors when information regarding specific parts of their budgets was called for. For UAJ, I was well informed regarding the student housing project and could give individual legislators and committees accurate information when this project was the topic of discussion. I was certainly happy that UAJ's student housing project was approved for funding in the amount of \$8,350,000. The donation of the building site by the City and Borough of Juneau was a big help in convincing legislators that the project should be funded. As we had expected, the amount of the appropriation was sufficient to build the project as designed, but would have been insufficient if it had been necessary to purchase a building site with part of the appropriation.

Jack Wolever's office lost no time in getting the project out to bid. This was one of the first times the University had used a design-build formant, but we were happy to find that several acceptable designs were submitted and that bids were within the estimated budget. We awarded the bid with a very tight timeline. The housing units were to be ready in time for student occupancy by the beginning of the fall semester, 1985. The contractor

accepted this condition and construction quickly began. Immediate construction was facilitated by the fact that roads and utilities had already been constructed to the site with funds from a previous appropriation.

My association with President Barton as his Special Assistant was very positive. I had liked Jay from the time he was first appointed President of the University in 1979, while I was Acting Chancellor of UAJ. Though some of the previous Presidents and interim Presidents had, in my opinion, looked upon UAJ as somewhat of a stepchild to the system, I always felt that President Barton supported UAJ and the other units of the University in an even-handed manner. He also respected the recommendations of UAJ's Chancellor and his staff, recognizing that we had carefully analyzed any request we had made, and since we were right there on the spot, knew more about the pros and cons that did someone a thousand miles away in the central office. Since I like and respected Jay for the capable administrator that he was, I was unhappy to hear, in the spring of 1984, that under growing pressure, he had submitted his resignation effective July 1.

It was about that time that I submitted my letter of resignation to Chancellor Paradise, notifying him that I expected to retire July 1, 1984, after fifteen years of service to the State of Alaska; two years as Director of the Division of Instruction for the Alaska State Department of Education and thirteen eventful years with the University of Alaska. In my letter of resignation I stated, "There've been some good times and there've been some bad times, but I certainly feel that the good times have overshadowed the bad times." When I talked to Chancellor Paradise about my resignation I told him that I was happy to have been there since the beginning of what developed into UAJ and had seen the steady growth from two faculty members in its first two upper-division/graduate programs to the fully accredited institution it is today. I also told Chancellor Paradise that though I didn't always agree with every decision he made, I felt that under his leadership UAJ had developed tremendously in the five years he had been Chancellor.

I had enjoyed working with Chancellor Paradise and knew I would miss my association with UAJ. I felt, however, that UAJ was finally stabilized and would continue to grow in an orderly and consistent manner. I recognized, too, that I had been a part of that development since its inception and could face retirement with the satisfaction that somehow I had helped UAJ become a fully accredited university.

As it turned out, three unexpected events occurred which made my retirement much more satisfying. UAJ awarded me a bronze plaque commemorating my long service to the University, and upon the recommendation of Chancellor Paradise and President Barton, the Board of Regents bestowed upon me the title "Professor Emeritus", the first one awarded to a UAJ faculty member. I was particularly proud that President Barton presented the emeritus award to me at UAJ's May 4, 1984 commencement exercises, a few weeks before the effective date of his resignation. Also, Chancellor Paradise gave me the honor of handing my son his diploma, and turning his cap tassel, as he graduated that day, with a Bachelor's degree in Education.

VII. THE FIGHT FOR SURVIVAL

Dr. Donald O'Dowd became President of the University of Alaska July 16, 1984, taking over from President Barton. He was not in office long before he caused some concern among some individuals in the University community by indicating that the structure of the University of Alaska was much too complex and unwieldy. Further, he indicated that some units of the U of A were much too small to be viable. Many of us felt that we would see a proposal to change the U of A structure in the not too distant future. UAJ was surely one of the most vulnerable to change due to its comparatively small size.

There were two significant administrative changes at UAJ in 1984. Dr. William Demmert, who had been Acting Dean, was appointed Dean of the School of Education and Liberal Arts effective February 2nd. Dr. Espiridion A. Borrego was appointed Acting Dean of the School of Business and Public Administration on May 7th. He replaced Dr. Robert Atkins who resigned to return to his previous university. Dr. Borrego was already on the faculty as Assistant Professor of Public Administration, so most of us expected that his transition into his new position would be accomplished smoothly. This proved to be true.

Two significant additions to the buildings and ground of the Auke Lake Campus were realized in 1984. Hendrickson Annex, Phase II, added much needed classroom space. Linda Simpson, Registrar, told me that for the first time classes could be scheduled without a great problem in finding the necessary classrooms. Though Hendrickson Annex I and II were temporary modular buildings, they certainly relieved a critical classroom situation at UAJ. The other addition to the campus relieved a critical need to provide access for a pedestrian walkway to the Student Housing complex, which was under construction on the parcel of land, which had been donated to UAJ by the CBJ. This parcel was separated from the Loop Road by a group of private lots and dwellings, which paralleled the highway, blocking UAJ's access to the Student housing site. After considerable negotiation with various homeowners, a parcel known as the "Jones property" was acquired. This property included a sizeable lot, which joined the Loop Road to the Student Housing site and a large house which could be used as storage and/or office space. Previous negotiations with the Forest Service had resulted in the acquisitions of a right-of-way for a road and pedestrian walkway from the Auke Lake campus to the Loop Road, so acquisition of the "Jones property" made it possible for UAJ to construct the necessary trails and roads from the campus to Student Housing. Construction of these roads and trails, as well as parking lots to meet the long-range needs of the campus, was soon underway. The construction was planned to coincide with the scheduled 1985 completion of the student housing project.

Though I retired from the University in July of 1984, I kept in contact with UAJ and its operations. Dr. Demmert, Dean of the School of Education and Liberal Arts, graciously provided me office space in which to work. In August he asked me to accept a part-time position as Coordinator of Student Teaching. I accepted the position, which required me to supervise the placement of student teachers in all school districts in Southeast Alaska and to work closely with school superintendents and principals in an effort to smooth out the student-teacher placement process. Though it had been several years since I had directly

taught and supervised students, I soon adjusted to the position and enjoyed it greatly. Coordination with school districts was greatly facilitated by the fact that I knew most of the superintendents and principals personally. I soon found out, however, that it took much more time to do the job than the five hours per week average I had expected. Though I found it impossible to accomplish all I would have liked during the academic year, I was encouraged by the progress, which had been made. Since I had pressing personal commitments for the '85-'86 academic year, I told Dr. Demmert that I would not be able to continue in this part-time position past the end of the '85 Spring Semester. I continued to keep in touch with Dr. Demmert and the faculty, however.

One other significant personnel change occurred in January of 1985. Dr. Marshall Lind, who had retired from his position as Commissioner of the Department of Education for the State of Alaska, accepted a part-time position as Acting Dean of the School of Extended and Graduate Studies. Dr. Myrna Cassel, the former Dean, had also been Acting Dean of JDCC, but in November of 1984 she had submitted her resignation from UAJ effective May 1, 1985. Though Myrna would be a serious loss to UAJ, most felt confident that Marshall would do an excellent job as Dean. After he had been in his new position for a few weeks, I asked him how he liked his job. He said, "Russ, I love it. Though I'm sure it will take more of my time than the hours for which I am contracted, I am very happy to be back on the job in a position such as this." I knew Marshall would be well accepted in his new position and that UAJ was certainly fortunate to have him.

After Dr. Myrna Cassel's resignation, UAJ was faced with the problem of filling the position of Dean of JDCC. This problem was made more acute by the continuing decline in the income projections for the state. UAJ, therefore, was instructed to cut its expenditures wherever possible. One way expenditures could be reduced was by eliminating some positions and transferring incumbents to vacancies in higher priority positions. One of the positions eliminated was the Assistant Vice Chancellor for Academic Affairs, which was held by Roberta Stell. Robbie had many years experience as a Director, and later Dean, with JDCC and UAJ, so Vice Chancellor Beeton recommended that Robbie be transferred to the vacant position of Dean, JDCC, a position she had already once held. Some individuals questioned this assignment, since JDCC was a vocational-technical school and most of Robbie's experience had been in business education. I asked Robbie about this and she stated that she had a few trepidations at first, but soon found that administering JDCC was not all that different from administering any other school. As a result, transition into the position of Dean, JDCC, was smooth. This assignment assured capable administration for JDCC while allowing UAJ to cut a high-level position from its dwindling budget.

The 1984-85 academic year ushered in another "first" for UAJ. For several years many individuals in Southeast Alaska had been pressuring UAJ to start a basketball program. Finally, a region-wide booster club (Southeast Alaska Athletic Association) was organized to help promote sports at UAJ. Chancellor Paradise had stated many times that UAJ had many higher priorities, and that he could not support placing a request for funding a basketball team in his budget. Undaunted, early in the 1984 legislative session, several members of the SEAAA lobbied individually for separate funding of a basketball team for UAJ. This was before serious budget problems for the state were forecast, so

Representative Jim Duncan, feeling that an intercollegiate basketball team would help considerably in securing more community support for UAJ, added a substantial sum to UAJ's budget request for the specific purpose of funding a basketball team. To the surprise of many, this was approved by the legislature.

In 1980, UAJ students had approved the humpback whale as its mascot. Dr. Vern Oremus, former President of JDCC, suggested the whale as a logo due to its prevalence in Southeastern waters. As UAJ set sail with its new basketball team in the fall of 1984, the humpback whale became a familiar symbol on everything from tee shirts to ball-point pens. Silver and blue, the schools colors, donned the basketball uniforms. The team was known as the "WHALES", and that became the trademark for the hustling, but small, team that Clair Markey coached for the '84-'85 season.

No one really expected the UAJ whales to be a winning team in its first year on the court, but the season turned out to be surprisingly successful. What the team lacked in height and experience it made up for in hustle. UAJ won several games against supposedly much stronger teams, and lost several others by only a few points. As Jim Bradley, President of the SEAAA predicted, Juneau fans turned out in large numbers to cheer the Whales on. Games were played in the Juneau-Douglas High School gym because UAJ had no athletic facility. At the end of the season, many felt the Whales had a bright future and that intercollegiate basketball was here to stay at UAJ.

A surprise came in the late summer of 1985 when Harry Keim, Vice Chancellor for Administrative Services, announced his resignation effective in September. He was resigning to accept a similar position with a university in another state. I, personally, hated to see Harry leave. Though he had been criticized by some of UAJ administrators for being too inflexible in managing their unit accounts, I admired Harry for the fact that while other campuses of the University, as well as the central U of A office itself, had experienced embarrassing (sometimes scandalous) budget over-runs, UAJ had never been in any serious trouble. At a farewell party, honoring Harry, Chancellor Paradise gave him a plaque, which cited Harry's long service to UAJ.

It was much too late in the year to secure a replacement for Harry, so Chancellor Paradise appointed Robert Green Acting Vice Chancellor for Administrative Services. Bob had served well as Director of Physical Plant for several years, so I felt that he would do a good job in this interim position.

The budget crunch for the University became more severe in late 1985. Declining oil prices had decimated the estimated state income much more than many had anticipated. As a result, all state agencies were requested to cut back severely on their '85-'86 expenditures. UAJ was asked to cut fifteen percent from its operating budget. Chancellor Paradise and his staff considered all possible cuts which could be made without seriously jeopardizing academic programs and student services. As a result more than twenty administrative, and staff positions, were cut. Some of the incumbents could be transferred to vacant positions, but many lost their jobs. There was no way to make a fifteen percent cut in the operating budget without cutting personnel. Though it would be more difficult to

operate effectively considering the cuts in the administrative and support services, which had been made, the Chancellor was happy that UAJ had not been forced to cut faculty positions. He just hoped that further cuts would be necessary.

As 1985 drew to a close, everyone was depressed about the budget cuts that were required. One thing for which we could be happy, however, was the fact that the funding for UAJ's Student Housing and an addition to the Marine Core building had been appropriated before the budget crunch had hit. I was particularly happy about this because former Director of Planning, I had been closely involved in the planning for these new buildings. Funding for the largest and most important building for UAJ for the next fiscal year was in jeopardy, however. During the last two years of my tenure at UAJ, a new Library and Performing Arts Center had been planned as a focal point for the Auke Lake Campus Planning money had been received and an excellent plan was developed. When indications of a state budget shortfall had arisen, we had been requested to redesign the project to accommodate a two-phase building with the Library as the first phase and the Performing Arts Center as the second phase. It was hoped that we might at least receive funding for the Library phase since its necessity had been pointed out in every accreditation review UAJ had received. After the re-design was completed, however, we still wondered if it would ever be built.

Though the contract for building student housing specified that completion was required in time for student occupancy by September 1, 1985, problems arose which delayed its completion. The contractor stated that it would be sometime in October before he could have student apartments ready and a month or two later before the student lodge would be completed. UAJ had already accepted student housing applications for the fall semester, so the question now arose, "What will we do with these students?" Finally an agreement was worked with a local motel to house the students until the student housing apartments were completed. The contractor shared the extra cost of this arrangement. This was not as good as having the housing available as promised, and some students cancelled their applications for housing. Most of them accepted the temporary arrangement, however, and fall semester began without undue difficulty. Needless to say, everyone was very happy when students were finally able to move into the beautiful new chalet-type student apartments later in the semester. The semester was nearly over before the central lodge building was completed, however.

Completion of the Marine Core Building addition meant that most of the immediate facility needs of the vocational and technical programs were adequately met. The new addition housed the carpentry program, which had originally been scheduled for the remolded Juneau-Douglas High School in a joint use agreement. Halfway through the remodeling, however, the High School decided to eliminate carpentry from its program and to eliminate a carpentry facility from its remodeling plans. Funding for the addition on UAJ's Marine and Technology Center property solved this problem to everyone's mutual satisfaction. After the pedestrian overpass had been completed between the Marine and Technology Center and the Juneau-Douglas High School, sharing of both facilities had gone quite well. There were a few minor problems, but they were worked out without too much difficulty. To my knowledge, this was the only formal agreement anywhere in Alaska

for the joint use of facilities. It was hailed by community leaders and legislators as a prime example of how cooperation between agencies can save taxpayers a substantial amount.

During the last two months of 1985, estimates of the state's income grew steadily worse. By the beginning of 1986, severe cuts in expenditures for the balance of the '85-86' fiscal year was mandated by the Governor. The Office of the President of the University called several meetings of his Executive Council, which included all the Chancellors and Vice Presidents, to consider the problem and develop appropriate solutions. One of the problems was that no one knew exactly how much of a spending cut would be ultimately required. Therefore, the Council had to plan on possible cuts of up to twenty-five percent, a figure that had been projected by some analysts.

President O'Dowd stated that if cuts were to be that severe, the University should consider reorganizing some or all of its units. He considered it likely that some programs and maybe even some complete units of the University might have to be eliminated in order to reduce the budget sufficiently to comply with the governor's request.

President O'Dowd had indicated more than once since he had become President that UAJ, because of its small size, was very expensive to operate and that it should possibly be reduced to an undergraduate college, eliminating all graduate programs and transferring administration of the Fisheries program to the University of Alaska Fairbanks. Chancellor Paradise was in strong opposition to this plan, indicating to me that, if adopted, it would be the beginning of the end for UAJ.

One of the greatest difficulties in cutting expenditures by the amount suggested was that the academic year was half over and it was practically impossible to eliminate programs without severely impacting the delivery of courses needed by students and for which the University had obligated itself in its catalogs and semester bulletins. It was therefore decided that required courses would be offered as scheduled if at all possible to insure that students would have continuity in their individual degree programs. This meant that nearly all the cuts would have to be made in administrative and support services rather than in instruction. The Governor's office recognized the problem of making severe program cuts in the middle of the academic year and decreased the amount of cuts required of the University somewhat. In the end, UAJ was required to cut its budget by about seventeen percent. While not as bad as originally thought, this was still a severe cut for any University, and particularly severe for UAJ because its budget was comparatively small to start with.

As spring arrived, Chancellor Paradise grew more pessimistic about the chance of UAJ remaining a viable institution if it were cut back to a "Liberal Arts College" as some had suggested. He seemed to be convinced that President O'Dowd would not back down from his conviction that UAJ should be reduced to an undergraduate college. Therefore, amid growing pressures, Chancellor Paradise submitted his resignation effective with the beginning of the fall semester, 1986. He would continue with UAJ as Professor of Mathematics and Education for the fall semester and take a six-month sabbatical leave beginning in January 1987.

Needless to say, as a “lame duck” Chancellor Dr. Paradise was not too effective for the balance of his term. Vice Chancellor of Academic Affairs, Dr. Beverly Beeton, assumed more and more of the duties and responsibilities of the Chancellor’s office as the academic year drew to a close.

Many Juneauites were unhappy with Chancellor Paradise’s resignation. They recognized that UAJ had come a long way under Mike Paradise’s leadership. Probably an editorial in the June 26, 1986 Juneau Empire summed it up best. This editorial stated, in part, “When Dr. Mike Paradise arrived seven years ago at the local campus of the University of Alaska as its new Chancellor, he found a school in need of help—and lots of it.” The editorial continued with the statement that UAJ was not accredited, its library was inadequate and student housing was non-existent. “Now, all of those problems have not been completely solved, but it is safe to say that the local campus is far better off than it was seven years ago. Under the leadership of Dr. Paradise, the Community College was merged with the Senior College, it gained accreditation, the Maurant campus center was built, the downtown Bill Ray Center was expanded, the Marine Technology Building was built, plans for a new library are underway, enrollment has increased and, most importantly, UAJ has taken its place in the community as a valuable educational resource.’ The editorial concluded with, “However a person looks at it, there is no denying that fact that the UAJ of today is heads and shoulders above what it was when Dr. Paradise arrived both as an institution of higher learning and as an important part of the community. Dr. Paradise is stepping down as UAJ Chancellor, a move he must be taking with mixed emotions. On one hand, it must be a relief to leave the day-to-day stress of the job and face the challenge of returning to teaching, which he is doing in the fall. On the other hand, he must also take a great deal of pride in the accomplishments on the last seven years. The community and the students and faculty of UAJ can share in that pride”.

After Chancellor Paradise’s resignation, President O’Dowd was faced with the problem of appointing an Interim Chancellor for UAJ. In this time of crisis, it was important that the Chancellor be knowledgeable about the University and possible organizational changes which might be necessary. Further, he must be an individual who would support the President when controversial decisions had to be made. President O’Dowd didn’t have to look far to find the man he wanted. He was Dr. John Visser who had just completed a term as Acting Chancellor of Anchorage Community College. Dr. Visser was a retired University administrator from outside Alaska who had known President O’Dowd for many years. It is not surprising that President O’Dowd had confidence in him and felt that Dr. Visser would support the President in the difficult adjustment period, which was to follow. So, without fanfare, Dr. Visser came on board as Acting Chancellor of UAJ at the beginning of the fall semester of 1986.

I met Dr. Visser at a UAJ reception early in September and talked with him several times thereafter. I found him to be a very capable administrator who was very personable and knowledgeable about the University of Alaska system. I felt he would do well in leading meetings wherein consistency and moderation were required. He found himself in a quandary, however, in trying to find a happy medium between the severe reorganization

plans that President O'Dowd seemed ready to propose and the intense desire of most Juneauites to maintain the status quo at UAJ. Rumors of what President O'Dowd's impending proposal held for UAJ kept filtering down from Fairbanks, but Dr. Visser maintained his silence indicating that any conjecture at this point was premature. The period of uncertainty finally ended when President O'Dowd's proposal was made public during the last week of October 1986.

In the introduction of his proposal, Dr. O'Dowd stated that in the spring of 1986, after a budget reduction of \$22 million in a little over a year, it became abundantly clear that the University of Alaska must be changed or suffer a severe loss of quality. He went on to say that by late August the UA budget problem had grown to \$40 million and UA could survive a problem of this magnitude only by restructuring it into a different institution. He then outlined his restructuring plan, which called for major changes not only in UAJ, but also, in the entire University system.

The biggest surprise in his proposal was the virtual elimination of all the Community Colleges in the state. In his plan, three new institutions would be formed through neighboring Community Colleges. The merger he proposed were as follows:

1. Merge University of Alaska, Anchorage, Anchorage Community College, Matanuska-Susitna Community College and Kenai Peninsula Community College into a new institution offering developmental courses and Associate, Bachelor's and Master's degrees.

2. Merge University of Alaska, Juneau, Ketchikan Community College and Islands (Sitka) Community College into an undergraduate college with a rural mission offering developmental courses and Associate and Bachelor's degrees, providing graduate programs by extension from Anchorage or Fairbanks, receiving vocational/technical programs from Anchorage.

3. Merge University of Alaska, Fairbanks, Tanana Valley Community College, Chuckchi Community College, Northwest (Nome) Community College, Kuskokwim Community College, Kodiak Community College, Prince William Sound (Valdez) Community College, and Rural Education into a single new institution offering developmental courses, and Associate, Bachelor's, and Doctor's degrees.

Dr. O'Dowd's proposal also stated that within the new institution established at Fairbanks there would be an extended college to serve rural Alaska. Further, he proposed that all Fisheries programs be consolidated and administered at UAF, though courses leading to degree programs would continue to be offered at UAJ and other Fisheries program sites in the state. The degrees themselves, however, would emanate from UAF.

President O'Dowd concluded his report with the budget figures, which illustrated the urgency in completing the restructuring as quickly as possible. Even with prompt action, he estimated that it would take at least two years to accomplish the task. The budget figures showed that the FY85 Authorized Budget for the University was \$169.8 million and

FY86 was \$167.8 million. This did not show too great a drop in authorized expenditures, but in reality spending for FY86 was reduced about \$22 million at the request of the Governor. The FY87 Adjusted Budget dropped to \$143.5 million and the FY87 target assigned by the Office of Management and Budget was \$121.7 million. If these projections materialized, the University's budget would drop by \$40 million over a three- year period. President O'Dowd stated, "To the best of my knowledge, a loss in operating funds of this magnitude has not been experienced by any major public university since world War II."

President O'Dowd's first public explanation of his proposed restructuring was in a speech to the Statewide Assembly Meeting in Anchorage on October 31, 1986. In his address he explained his rationale in reaching the decisions he had made. Parts of his speech are quoted below.

"When I first came to the University of Alaska, two and one-half years ago, I was surprised, not at the extent of the University but its complexity. I was surprised that an elaborate system of separate and somewhat autonomous units had been devised to reach a relatively small number of people. The present structure has merit and it certainly delivers a lot of good educational services. However, it has one major limitation. It is a very expensive way to deliver education.

"In early 1986, the sudden and sharp decline in oil prices delivered a shock to the University. The University's budget for FY87 was reduced another \$15 million by the Legislature (in addition to \$7 million which the University absorbed for mandated salary increases in 1985). This is a reduction of \$22 million in over a year. It became patently clear the University would have to redesign its structure or face a severe loss of quality throughout the system.

"I announced last spring that during the summer I would formulate a plan to create a new structure for the University. We began to develop a schedule of hearings. However, on July 16th, we were suddenly and unexpectedly faced with another major challenge. The Governor announced that the University's budget would be reduced another \$23 million during the 1987 fiscal year. On August 1st, the Governor decided to lower the reduction to \$15 million. This last adjustment avoided the necessity of the University declaring financial problems, which would have damaged its reputation in the academic world for the indefinite future.

"It is crucial to understand what has already happened to the University's resources: (1) by late August its budget had dropped by \$32 million from the high point of fiscal year 1985; (2) additionally, \$8 million in new costs were incurred; and (3) finally, reduced interest rates produced a loss in interest income. In short, by late August we were faced with a \$40 million problem.

“By this point, the urgency of restructuring had become overwhelming. I started the process once again and throughout September we reviewed the six Major Administrative Units, including the statewide administration as a separate Major Administrative Unit.

“Then, and as if our problems were not enough, in early October the Governor decreed that the University would have to accommodate to a reduction of another \$21 million as a part of his financial plan for FY88. This added reduction would bring the University to a \$60 plus million (or 35%) loss of revenue over a two-year period.

“Following the review of the six MAU’s, I consulted at length with colleagues within the statewide staff and with the campus Chancellors. As a result of these discussions, I have formulated a proposal, which describes a very different, but I believe a very viable, University Of Alaska System. We must develop a new University, one which is smaller, one with a restricted mission, and, above all, one which is still of high quality.”

Dr. O’Dowd’s speech added insight into the terse, concise wording of his proposal, which had already been distributed. Though the speech explained his reasons for the restructuring at great length, it didn’t pacify those who were adamantly opposed to the restructuring as outlined. In an effort to further clarify and justify the proposal, UAJ Acting Chancellor Visser called a faculty meeting on the afternoon of October 31st. I noticed that not only was the faculty there in force, but also much of UAJ’s support staff. Also in attendance was Mr. Jim Bradley, President of UAJ’s Citizens Advisory Council.

Dr. Visser went over Dr. O’Dowd’s proposal for the benefit of those who had not already read it. He then opened the floor for questions, but it was obvious that he was not in a position to speculate on what changes could be made in the original proposal. Several concerns were raised regarding the loss of all graduate programs and transferring control of the Fisheries program to UAF. Loss of the Vocational-Technical programs to Anchorage was also a concern. The faculty of course, was seriously concerned about the necessity of cutting from about seventy faculty members down to the forty faculty members that Dr. Dowd projected in his scaled down version of UAJ. Remembering the problems we encountered when JDCC and UAJ merged in 1980, I asked if any thought had been given to what the ACCFT (the Community College Union) might do in light of the proposed elimination of all the Community Colleges in the state. Dr. Visser said this concern was not discussed at any great length in any of the meetings he had attended. I commented that I would not be surprised to see a suit brought against the University by the Union and/or a bill introduced in the Legislature to separate the Community Colleges from the University System. Dr. Visser replied that he couldn’t comment on that.

Jim Bradley stated that he felt the community was staunchly behind UAJ, and that other citizens would certainly turn out in force at any scheduled public meeting. He even

indicated that he felt the Juneau Borough Assembly would pass an emergency resolution in support of UAJ. Jim further stated that he felt the reduction of UAJ to an undergraduate institution without its Fisheries program would be totally unacceptable, and hoped that enough pressure could be brought upon Dr. O'Dowd and the Regents to cause them to modify the proposal significantly.

Dr. Visser admitted that he was in favor of keeping the graduate program in Education at UAJ, and thought he could make a good case for retaining that program as well as the Public Administration program, but he doubted if any other graduate program at UAJ could be justified. The meeting closed without any real hope of major changes in the proposal. I felt, however, that Dr. Visser was honest and open in his discussion of the problems, and that maybe he could effect some major changes in the proposal which would benefit UAJ. The meeting closed with the announcement that a public hearing on the proposal would be held at the Juneau-Douglas High School on the evening of November 3rd. Dr. O'Dowd was expected to be in attendance.

As I suspected, the biggest uproar over President O'Dowd's restructuring proposal was from UAJ and the Community Colleges. These were the units, which were to be severely cut. On the other hand, UAA and UAF would gain from the proposal, for they would not only gain strength in the graduate programs, due to the elimination of them from the Juneau campus, but they would also gain administrative control over all the community colleges in their areas. Though it was true that Islands Community College and Ketchikan Community Colleges would merge with UAJ, most of us felt that the loss of the programs from UAJ was much more serious than any gain which would be received through the merger.

I visited with Dr. Vern Oremus, former President of JDCC, a few days after the proposal had been announced. He commented, "Russ, here we go again. It appears that this proposal would take us back to the same structure we had in Southeast Alaska when Dr. Ferguson was Chancellor and Sitka Community College and Ketchikan Community College were both part of the University of Alaska, Southeast. It seems we've come full circle." I agreed with him and stated, "It seems too bad that all the progress UAJ has made in the past fifteen years may now go up in smoke."

As I left Vern's office I began thinking about the past couple of years and events, which had led up to the restructuring proposal. One of those events was the statement made by Senator Jan Faiks as quoted in the Juneau Empire of November 13, 1985. Faiks was quoted as saying, "I don't think we can afford UAJ. And if I stay in the Legislature I would not be opposed to closing that campus or making it a Community College campus, and then moving those full-time advanced courses to the Fairbanks campus or to the Anchorage campus, one of the larger institutions." Faiks continued by saying that any decision as to what campus or campuses might be closed or downgraded is a decision for the Regents. But with State revenues declining, she said the Regents would receive less money from the Legislature. Later in her remarks she said, "I don't think we can afford a Community College in every little village."

Faiks' comments drew strong opposition from UAJ and statewide Community College system supporters. I was not surprised at her stand, however, since I had had several conversations with her while I served as Legislative Liaisons for the University in the spring of 1984. During some of those conversations she had indicated to me that UAJ was not very high on her budget priorities. Since she was an influential member of the Senate Finance Committee, I did not take her concerns lightly and recognized their threat to the continued growth of UAJ. I felt, however, that there was sufficient support for UAJ among other members of the Finance Committee to prevent her proposal from becoming a reality.

Nearly a year after Senator Faiks' statement that UAJ should be reduced to a Community College and that most of the Community Colleges should be eliminated, it was apparent that her proposals were fairly well echoed in President O'Dowd's proposals for restructuring the University system. Though I didn't agree with her, I found new respect for Senator Faiks' ability to project what might happen in the University if a financial emergency developed.

The distribution of President O'Dowd's proposal triggered immediate strong support for UAJ from the community as Jim Bradley, President of UAJ's Citizens Advisory Council, predicted. The November 3, 1986 edition of the Juneau Empire printed an editorial which stated, in part:

"Perhaps such far-reaching changes can be justified as a means of saving money and making the University system more efficient. Before that judgment can be made, however, three key aspects must be addressed.

"First, the cuts and consolidations must be fair. For one campus to bear the brunt of the reorganization while other campuses gain the programs stripped from it just isn't fair. Alaskans have come to expect equal treatment from the University, whether they live in Juneau, Anchorage, or Fairbanks. Any reorganization must reflect equal treatment.

"Second, after years of struggle, UAJ has just gotten on its feet. It has been accredited, built student housing and has laid the groundwork for a solid campus core, including a new library. It would be a shame to see any of these efforts, or the programs they support, gutted, especially considering the blood, sweat and tears already invested in them.

"Third, the timing of the release of the plan and the public hearing on it couldn't be worse. A skeptic would describe it as appearing to be designed to minimize informed and substantive citizen testimony. To release the details of the plan on Friday and hold a hearing on it Monday just isn't reasonable. Furthermore, it's even less reasonable to have a public hearing the night before the statewide general election and the night of the Juneau City-Borough Assembly meeting, meaning many people, including Assembly members, couldn't attend if they wanted to."

Though it was obvious to many that the meeting was scheduled on the wrong night, as pointed out by the Empire editorial, it didn't seem to deter a strong turnout by UAJ supporters. I estimated that between three and four hundred people attended the meeting. In the audience were State Legislators Mike Miller and Jim Duncan, both of whom made statements, and most of those who were running for state office from the Juneau area. Testimony was offered by many influential people including Jean Ann Alter, former President of the Juneau City Borough Board of Education; John Hope, from the Tlingit-Haida Central Council; McKie Campbell, a Senate Resources Committee aide; Clark Jones, Alaska State Department of Education; Michael Smith, President of the Student Body of UAJ; Jim Bradly, President of UAJ's Citizen Advisory Committee; and several individuals representing themselves or other organizations. In all, sixty-five people paraded to the microphone to present testimony.

As meeting progressed there was no doubt in anyone's mind that the Juneau community was solidly behind maintaining UAJ as a strong, viable University center. Several opposed moving the administration of the Fisheries program from Juneau to Fairbanks. "That' makes about as much sense as transferring caribou migration studies here to Juneau, " said Representative Mike Miller.

Another area of concern was the moving of the public administration program to Anchorage. The general feeling seemed to be that a master's degree program in Public Administration deserves to remain centered in Juneau, the Capital and seat of state government. "Where else can you walk into the Governor's office and get your questions answered?" asked David Smith, a graduate student in Public Administration. Other testimony questioned moving the master's degree program in teacher education from Juneau where nearly a thousand Southeast teachers depend on UAJ for certification and re-certification. Statements were also made that moving the administration of needed graduate programs to Anchorage and Fairbanks would not save any money, but in fact might increase costs. This and other statements triggered a call for some figures on how much each part of the proposal would save; that no decision could be made on cutting programs until valid figures were available to document the savings involved.

As the meeting continued, testimony in support of UAJ was offered by Fran Ulmer, former mayor of Juneau and candidate for the House of Representatives, Red Swanson, candidate for the Legislature, and Jim Duncan, State Representative and candidate for Senate. These statements, plus a published statement by State representative candidate Bill Hudson, seemed to insure 100% support by Juneau's Legislators, whose election was scheduled the following day. In fact, Duncan, Ulmer and Hudson were elected.

One unexpected turn of events occurred about halfway through the meeting when members of the Juneau City-Borough Assemble walked into the meeting. They had adjourned their meeting early in order to present testimony at the hearing. Deputy Mayor Jamie Parsons reminded the hearing officers that the City-Borough had fully supported UAJ over the years, pointing to the fact that the City-Borough had donated the twenty six acre site for UAJ's student housing, had cooperated with UAJ in extending a new water

line through the campus and had just recently approved the trade to UAJ of over a hundreds acres adjacent to the student housing site for University land of much less value along Montana Creek. This generosity on the part of the CBJ ensured that UAJ had all the land it needed for expansion for the foreseeable future. Jamie then read a resolution, which the Assembly had just passed, asking the University statewide administration to reconsider the reorganization plan. As six other Assembly members stood behind him, he said Juneau should have a strong University with graduate programs serving all of Southeast Alaska.

Disappointment was expressed at the absence of President O'Dowd. Provost Donald Behrend, who chaired the hearing, explained the President O'Dowd was unable to attend because of unavoidable last minute changes in his schedule, but that the President would definitely attend a follow-up meeting to be held in Juneau sometime in the near future. This explanation failed to mollify some individuals who felt that the President just didn't want to face the heat of the voluble Juneau community. It didn't help when University Vice Present Sherman Carter left at nine p.m. to catch a flight to Fairbanks.

I left the meeting with mixed feelings. I knew Sherman Carter quite well and respected his analysis of the University's financial situation. He had done an excellent job of restoring confidence on the University's financial management system after the Hiatt-Ferguson fiascos and had maintained a system of strict financial accountability ever since. Therefore, I was confident his figures regarding necessary budget cutbacks for the University were accurate. I didn't agree, however, with the proposed solution to the problem as reflected in the President's restructuring proposal. As Director of the Southeastern Senior College during the seventies, I had experience in trying to operate an effective graduate program in Juneau with administration of that program headquartered in Fairbanks. Not only was such an operation ineffective, but also, it cost just as much or more that one administered in Juneau. Flying Professors into Juneau for instruction and advising was very costly, and if the budget of parent programs in Fairbanks or Anchorage were cut, satellite programs in Juneau were the first to get the axe. In fact, the Engineering and Science Management program finally folded in Juneau because students grew discouraged with the difficulty of receiving adequate program advising and the lack of adequate course offerings to ensure program continuity. From dialogue I heard at the hearing, I felt far from confident that these problems were being adequately considered by the President and his staff, and had little hope that any substantial change in President O'Dowd's proposal would be made.

True to his earlier promise, President O'Dowd scheduled another hearing in Juneau on November 19th. For over four hours a steady stream of citizens, faculty and staff pleaded their cases for keeping graduate programs in Fisheries, Public Administration and Education at the University of Alaska, Juneau According to the November 20th edition of the Juneau Empire. "Statewide UA President Donald O'Dowd seemed less than moved by some of the appeals to change the reorganization plan he unveiled October 31st. At one point late Wednesday, in response to a question, O'Dowd said he still 'felt confident' of the reasons behind his recommendations that UAJ become a four-year Liberal Arts college, stripping it of direct control over master's degree programs it currently offers in Fisheries, Public and Business Administration and Education."

Under President O'Dowd's plan, Juneau's campus would take over all college courses and extension offices in Southeast Alaska, providing all support for the Sitka and Ketchikan programs. All undergraduate degrees to be awarded in those cities would be conferred through UAJ. UAJ would also remain as a four-year Liberal Arts college with career bachelor's degree program, likely in Education and Business Administration.

In addition to the hearing held on Wednesday night, Dr. O'Dowd also held an afternoon meeting with faculty and staff at the Auke Lake Campus. The Empire reported the results of that meeting as well.

"During an afternoon meeting with faculty and students O'Dowd said he expects the breadth of UAJ's undergraduate offerings to be cut to ten to twelve areas from the more than twenty disciplines offered now. He said the University, even if spared a fifteen percent budget cut for next year, will have to cut at least \$5 million from programs and staff. O'Dowd's recommendations, if accepted by the Board of Regents during a December 4th-5th meeting, would eventually cut faculty at the Juneau campus by about half.

"O'Dowd also tried to explain a new 'statewide' faculty organization for Fisheries, Public Administration and International Trade. Under the plan, while graduate degrees in these fields would be conferred from either the Anchorage or Fairbanks campus, some assortment of faculty and classes would be available at many of the main university branches, including Juneau.

"O'Dowd said his plans would beef up the Fisheries programs, starting a doctorate-level research program, probably based at Fairbanks, but including, potentially, an increase in faculty in Juneau. O'Dowd said his goal is to draw together all the University's faculty working in public policy areas, such as at the Institute for Social and Economic Research and in the University's Justice program, into a unified faculty. He admitted however, that the reorganization in Fisheries and Public Administration would save little or no money. That admission unleashed a blizzard of inquiries on why the changes are being proposed.

" 'I just don't see that these changes will result in cost savings. And if there isn't a savings, why are we doing them?' asked Juneau Senator-elect Jim Duncan. Duncan said he objected to effectively transferring money from UAJ's budget to Fairbanks or Anchorage. 'It's fine to say UAJ will be able to offer extension classes, but it's the beginning of the death of programs,' said Duncan."

One cost-saving measure included in President O'Dowd's plan was to increase the student-teacher ratio in Juneau to fifteen-to-one, up from the current ten-to-one ratio. That compares to a fifteen-to-one ratio in Fairbanks and a seventeen-to-one ratio in Anchorage. Increasing the student-faculty ratio would decrease the per-credit-hour cost of delivering instruction. Some argued, however, that reducing programs would make UAJ less attractive to students resulting in a smaller student body, making it even more difficult to attain a fifteen-to-one student-faculty ratio.

As the hearing progressed, many arguments in favor of maintaining the Fisheries, Public Administration and Teacher Education programs were heard. Bill Smoker, former Director of the National Marine Fisheries Service Laboratory, argued that the Juneau program turns out more qualified fisheries biologists than any other campus. Bill Heard of the NMFS added that the bulk of the fisheries biologists in the state live in Juneau and that the town offers the best location for developing quality adjunct faculty for the Fisheries studies.

Sharon Cook, Acting Dean of the School of Business and Public Administration, and other University faculty, argued that UAJ has a far better developed program in the public policy areas than the Anchorage campus. Others stated that UAJ has higher numbers of master's degree candidates than Anchorage. State Representative-elect Fran Ulmer argued that having the master's program in Public Administration in Juneau has done a great deal to improve the quality of state government by allowing state workers to receive advanced training, something not possible if the base of the program is transferred to Anchorage, "A capital city without a strong Public Administration program decreases the ability of state workers to do their job," said Ulmer.

In education, the argument was that roughly 150 students are working on their Master of Education degrees in Juneau. Bruce Johnson, Juneau School Superintendent, stated that UAJ has an excellent faculty and turns out high quality school administrators. "With early retirement there is going to be a number of vacancies in School Administration in Alaska and they should be hired from Alaska, not from "outside". UAJ is needed to fill those vacancies," said Johnson.

In reflecting on Supt. Johnson's testimony, I felt that he was accurate in his projections. Over the years the Juneau School District had certainly proved its confidence in UAJ's Master of Education program by hiring at least six of its graduates as principals or vice principals during the short life of the program. Also, several school administrators in other cities in Southeast Alaska were graduates of UAJ. I certainly felt that if UAJ's graduate program went down the drain many school districts would be forced to hire school administrators from the "outside. From my experience, "outside" teachers and administrators did not understand the Alaskan school system, its students and its environment, making it difficult for them to adjust to the immediate needs of the students and their communities. Alaska trained educators help reduce this problem. I certainly hoped that UAJ's Master's program would not be terminated, forcing Southeast Alaska school districts back into the "outside" hiring mode.

In the area of vocational-technical education, many concerns were expressed that elimination of the program would deny local students the ability to pick up the important career skills. There was also concern about what would happen to the joint vocational-technical program involving UAJ and the Juneau School District. No concrete answers were given.

President O'Dowd stated that he would take all comments back to Fairbanks and meet in the next ten days with other statewide officials who had been conducting hearings throughout the state during the past month. He said his group would consider making modifications to the proposal before presenting it to the Board of Regents for approval. If the Regents approved the concept, task forces would be set up on each campus to propose how to implement the changes, with reports due by March. "I have gotten comments that for \$5 million this is hardly worth the effort. But \$50 million over ten years is real money, especially in this time of falling state revenues," said O'Dowd.

As I reviewed the results of the November 19th meeting, I felt that nothing really had changed. President O'Dowd had clarified some issues, but the basic recommendations of his proposal remained essentially the same as those in his October 31st announcement. Since there were no accurate figures documenting the savings of each of his recommendations, I didn't feel the Board of Regents would have a sound basis upon which to make restructuring decisions. Therefore, I felt it likely that the Regents would approve President O'Dowd's concepts in their December meeting and wait for more details to be presented before making a final decision later in the spring. I certainly was not optimistic about any real modification in the proposal, however.

Another thing that bothered me was Dr. Dowd's statement that eliminating the graduate programs in Fisheries and Public Administration would not save any money. This statement, coupled with the statements he had made soon after he came on board indicating that the system was poorly organized and unwieldy, made me wonder if his real intention from the beginning wasn't to reorganize the University system according to a preconceived plan, and that the current financial emergency gave him a good excuse to do so. Whatever the reason, it looked like he was going to get his wish.

On December 1, 1986, President O'Dowd issued a report to the Board of Regents regarding the restructuring of the University of Alaska system. In the introduction to this report he again indicated that the University had a \$40 million problem, and that major restructuring was essential to the accommodation of such a budget reduction. He further indicated that since his October 31st announcement of the draft proposal, he and/or his staff had held eight public meetings throughout the state for the purpose of discussing the proposal and accepting input from University faculty, staff and students as well as citizen advisory groups and other individuals interested in the future of the University. He stated that the proposal received support from many individuals who felt that simplifying the University's structure was essential if the required savings were to be realized. He also stated that the testimony was received from many individuals who were adamantly opposed to the proposal. He closed the introductory part of his report with the words, "this document constitutes a final version of the proposal which was first presented on October

31st. The proposal has been modified somewhat as a result of the testimony received in the hearings and further discussions with the task force advisory group and the Chancellor's Council."

The report also stated that a set of guidelines was formulated to give direction to the restructuring effort. Among the major guidelines were the following:

Educational values should govern the restructuring process and political considerations should be avoided to the degree possible.

Every effort should be made to protect or enhance the quality of the programs offered by the University, and some programs should be sacrificed so that those that remain can be supported at a high quality level.

The University should retain and focus upon what it does best and what it does exclusively, and should consider divesting itself of activities that other agencies can do and also those that the University does not do particularly well.

At each campus or unit, the core of the academic research and service programs should be identified and protected, and those activities that are less central to the University's mission, should be targeted for reduction or elimination.

Every attempt should be made to avoid the declaration of financial exigency in solving the University's economic problems.

Not many people could find fault with these guidelines, though some said the guidelines were in the "apple pie and motherhood" category. Obviously, the real differences in opinion expressed at the hearings were not with the guidelines themselves, but how they should be implemented. For instance, the supporters of each campus felt that some other campus programs should be "sacrificed", not their own.

I'm sure President O'Dowd felt that there was no way he could achieve consensus on a restructuring proposal, and that he, alone, must accept the responsibility for structuring the final proposal, no matter how painful it would be. I do give him credit for the courage required to make decisions, which he felt to be critical to a successful restructuring proposal, even when violent objections were received from many quarters.

When I examined the proposal for the restructuring as outlined in the President's report, I found very few changes from the initial version, which he released on October 31st. The same three "new" accredited institutions were proposed: Anchorage, Fairbanks and Juneau. The same mergers between each of these institutions and their neighboring Community Colleges were proposed, thereby eliminating the Community College system. Statewide delivery of the Vocational-Technical Education, Health and Medical programs,

Public Policy and International Trade programs would be centered in Anchorage. Administration of an "extended college and the statewide Fisheries program would be assigned to Fairbanks.

The proposal still showed that the new Juneau institution would be formed from the merger of UAJ, Islands Community College and Ketchikan Community College. It reiterated statements from the original proposal that the Juneau institution would be a smaller unit, focusing on bachelors' level undergraduate programs, and that administration of the Fisheries program would be shifted to Fairbanks. There was some reassuring wording in two areas, however. There was a statement that delivery of masters' level courses and programs must be accommodated and that a resident faculty and program in Fisheries would remain in Juneau. These assurances were missing from the original proposal.

The Board of Regents approved President O'Dowd's proposal at its December 4th-5th with no discernable changes. The Regents further approved the development of a restructuring implementation plan, which would be brought back to them at a later meeting.

As I examined the actions taken in December, I saw that my earlier predictions had come true. The President had made no substantive changes in his proposal and the regents had approved the proposal essentially as presented. Further, as I had predicted, a bill had been introduced in the Legislature to separate the community colleges from the University of Alaska system and to place them in a separate system with its own chief administrator and governing board. If this bill passed, the University system would be struck a disastrous blow, and any hope of making substantial reductions in the overall costs of operating Alaska's higher education system would be in jeopardy. I hoped that wiser heads in the Legislature and in the University prevail and that the bill would be defeated.

On January 22, 1987, President O'Dowd issued a memo outlining how the restructuring would be implemented. It indicated that the process for arriving at recommendations for Regent's consideration would be to convene consulting groups on the three new campuses. The consulting groups were to address specific basic issues where relate to the characteristics and missions of the merging campuses.

The consulting group for Southeast Alaska was co-chaired by the UAJ Chancellor and the Chancellor of Community Colleges, Rural Education and Extension. Chancellors were asked to select the membership of the Consulting Group from existing unit constituents. Presidents of Island Community College and Ketchikan Community College were members of the Group.

The president specified that the Consulting Groups must work diligently in order to submit their recommendations no later than February 13th. The President stated that he would meet with each consulting group at least once before the deadline, and hold subsequent meeting with the Chancellors and Chief Academic Officers if necessary. From the results of these meetings, the President would develop a set of recommendations for Board of Regents consideration at its February 21st meeting.

Acting Chancellor John Visser sent me a copy of the proposals, which the Southeast Consulting Group were asked to consider. This January 30th document began with an outline of the budget problems that UAJ faced. The total FY87 general funds authorization was a little over \$9 million, including a \$200,000 special allocation for athletics. From the \$9 million, it was expected that nearly \$750,000 would be transferred out to other units in FY88. These included transfers to Fairbanks of the Fisheries program funds and transfers to Anchorage of the Vocational-Technical and Vocational Teacher Education funds.

In addition to these transfers, UAJ would be forced to take budget decrements of about \$2.3 million. The result was a FY89 budget request of \$5.9 million, a \$3 million (34%) reduction from the FY87 authorization. This whopping reduction over a short two-year period pointed out the tremendous problem the Consulting Group was faced with in developing its restructuring recommendations. It was obvious that cosmetic changes wouldn't get the job done. Major changes were called for.

Dr. Visser included a chart in his proposal, which showed that the full-time student equivalent enrollment (FTE) at UAJ had increased from about 800 in FY86 to about 900 in FY 87 in spite of a budget reduction of over a million dollars in that same period of time. He estimated that UAJ's FTE would remain about 900 for the next two years though the budget was expected to drop another two million dollars. How to provide programs for this many students with a 3 million dollar budget reduction was certainly a major challenge for the Consulting Group.

Dr. Visser included a proposed organizational structure in his draft proposal. The new Southeastern unit would have a Chancellor as its chief administrative officer with the Executive Director heading up Islands Community College and Ketchikan community College. There would be one Vice chancellor, who would report directly to the Chancellor, as would Deans for the School of Arts and Science and the School of Career and Professional Studies and Continuing Education. A third dean would administer an omnibus of services, including academic advising, the library and the Registrar's office. There would also be a Director of Business Affairs, Director of Personnel, Director of Physical Plant and a Director of Student Affairs. These officers were expected to provide services for all units in Southeast Alaska.

In the proposed degrees offered in Southeast, I was happy to see Dr. Visser had included master's degrees in Teacher Education and Public Administration. He had told me earlier in the year that he was going to do his best to retain those graduate degrees in Southeast, though he didn't know how successful he would be. I respected him for his determination in this matter.

All of the Bachelor's and Associate degrees formerly offered in Southeast were to be retained except the Bachelor of Arts in Music and the Bachelor of Arts in Government. The Bachelor of Liberal Arts degree was to be replaced with a general Bachelor of Arts degree, and the Bachelor of Science in Biology degree was to be replaced with a general

Bachelor of Science degree. Dr. Visser noted, however, that the various Associate of Applied Science degrees needed careful consideration before they were continued.

Assumptions in considering the proposal included several which had been advanced previously and one or two new ones. Among these were the assumptions that the new University would maintain a policy of open admission, that fulltime faculty would be expected to teach the equivalent of twelve credit hours each semester to maintain a 15 to 1 student-teacher ratio, and that summer sessions would be operated on a self-support basis. It was also stated that the use of general fund support for the intercollegiate athletics would have to be closely examined. This last item would be a vexing one for the Consulting Group, especially since the UAJ Whales basketball team had done so well in its three years of league play. The fact that the team would probably finish in the top three in the league and had great support of fans and booster groups would not make the job of cutting the athletics budget any easier.

I talked to Chancellor Visser by telephone on February 1, 1987. He told me that the meetings of the Southeast Consulting Group had been difficult. The Presidents of Island Community College and Ketchikan Community College were adamantly opposed to changing their Community Colleges to Extension Centers. I was not at all surprised at this, and I don't think Dr. Visser was either. After all, who would be in favor of having his position down-graded from "President" to "Director", with a sharp reduction in salary? No doubt most of the community College Presidents in the state would oppose this kind of reduction, and would back the bill in the Legislature to separate the Community College system from the University system. I could foresee a long, tough battle ahead and several changes in the reorganization proposal before it would be approved.

Dr. Visser told me that the results of the Consulting Group's meetings would be submitted to the President, who would submit his recommendations to the Board of Regents at its February 21st meeting. He had no idea what the results would be.

VIII. CHANCELLOR LIND: HIGH HOPES

Dr. Visser reported one new development. President O'Dowd had announced that the selection of Chancellors in Anchorage and Juneau would proceed immediately. Applications would be received until February 21st, with appointment as soon thereafter as feasible. The President indicated that he, personally, would select the Chancellors from the applicants within Alaska. There would be no search committees or advisory committees appointed to screen applicants.

This revelation brought an outcry from the UAJ faculty Senate and other advisory groups. Traditionally, search committees had been appointed for all high-level vacancies, and various advisory groups had been represented on those search committees. Now it appeared that these groups would have no input into the selection of the new Chancellor. President O'Dowd explained that the pressure of reorganizing the University in a short time frame precluded the use of exhaustive search and selection procedures. He did agree, however, to publish the list of finalists far enough in advance to allow advisory groups to provide written input to him regarding the qualifications of the applicants. This was not entirely satisfactory to all concerned, but they recognized that there was little chance of changing the President's mind on the selection process. There was some grumbling that the reason the President decided to select the Chancellor himself was to ensure that the new Chancellor was in complete agreement with the President's reorganization plan. In defense of the President, I could see that it was imperative that the President selector Chancellors with whom he could work effectively. Otherwise, any hope of a satisfactorily implementing the plan would be jeopardized.

True to his convictions, President O'Dowd acted quickly in implementing the selection process. On March 10, 1987, UAJ Vice Chancellor for Academic Affairs, Dr. Beverly Beeton, Prince William Sound Community College President, John Deven and Acting Commissioner of Education, Dr. Marshall Lind were named finalists for the UAJ Chancellor position. I was quite pleased to see that all of these were capable administrators who had experience in the University system. Marshall Lind was on loan to the Department of Education from UAJ, where he was Dean of the School of Extended and Graduate Studies. Beverly Beeton had done an excellent job in her position at UAJ, including serving as Acting Chancellor during Chancellor Paradise's frequent absences from the campus. John Deven had been particularly successful in rallying community support for the Community College in Valdez. I didn't know John Deven as well as I did the other two finalists, so I could make no personal judgment as to how effective a Chancellor he would be. However, I felt confident that either Dr. Beeton or Dr. Lind would make an excellent Chancellor.

On March 27th, President O'Dowd announced, "I have selected Marshall Lind as Chancellor for the unit of the University of Alaska which will serve Southeast Alaska after the University is restructured. From 1971 to 1983, Marshall was the State Commissioner of

Education. Prior to that he served as Superintendent of the Kodiak Island Borough School District. He will assume his duties some time in April, but I have asked him to visit, prior to then, some of the Southeast communities which will be served by the new unit of the University which he will head.”

I’m sure Dr. Beeton was disappointed that she wasn’t named Chancellor, but I was happy to hear that she expressed full support for Dr. Lind. He would certainly need it.

On March 30th, Acting Chancellor John Visser called me and talked briefly about the new appointment. He indicated that the exact date for Dr. Lind to assume the Chancellor’s duties had yet been established. A lot would depend on how long it would take Marshall to visit Southeast communities and arrive at some conclusions on how to best serve them through the new organization. Dr. Visser indicated he would stay in Juneau as long as was necessary to effect a smooth transition.

Dr. Lind would have his work cut out for him during the ensuing month. Sitka and Ketchikan were very upset with the proposed elimination of their Community Colleges, and would not be very easy to placate. In fact, Ketchikan had filed a court request for a restraining order to prevent its Community College from being dissolved.

I had known Dr. Lind for many years and felt that if anyone could fashion a resolution to the community college problem, he could. During his many years as Commissioner of Education he had acquired a reputation as one who could effect compromises in the toughest of adverse situations. There was no doubt in my mind that compromise in this situation would be very difficult to achieve. The fact that a bill had been introduced into the legislature to separate the Community College system from the University system compounded the problem. If it passed, Sitka and Ketchikan would retain the Community Colleges under a separate President and Board of Directors, and there would be no chance to incorporate them into the new Southeast unit of the University system. No doubt, the Sitka and Ketchikan communities would hold out very tenaciously until the fate of that bill was decided.

I inquired about the possibility of the Community College separation bill being passed. Senator Jim Duncan indicated that there was some doubt about whether it would pass the Senate. Reports were that it was a toss-up in the House of Representatives. Even if the bill passed both Houses of the Legislature, there was a good possibility that Governor Steve Cowper would veto it. If he did, there was little chance that the Legislature could override the veto.

With all this political infighting, there was no doubt that Dr. Lind would have his hands full with the external relations, with little time to spend on internal operations. Beverly Beeton might again have to take up the slack, using her particular abilities to manage the home front while Marshall was busy putting out brushfires.

Filling the UAJ Chancellor vacancy had a domino effect within the State Department of Education. Governor Cowper moved quickly to nominate a successor to

Commissioner Marshall Lind. His nominee was Dr. William Demmert, whose current position was Dean of the School of Education and Liberal Arts at UAJ. Though I hated to see UAJ lose another able administrator, I was happy to see Bill nominated. To my knowledge, he was the first Alaskan Native to be nominated for the position. By late March, the State Board of Education approved Dr. Demmert's appointment, effective April 1987. Though politics can cause unexpected problems to occur at the most inopportune times, I felt confident that Dr. Demmert would prove to be an effective Commissioner.

As predicted, Chancellor Lind spent a good share of his first months in office meeting with various groups in Southeast Alaska. Not only did he meet several times with faculty and advisory committees at the former Ketchikan and Islands Community Colleges, but also with school administrators, school board members and interested citizens throughout the region. He discussed the thrust and results of these meetings with me late in the summer of 1987.

Marshall indicated that after those meetings he was much more optimistic about the future of the University system in Southeast. He said he had stressed the fact that all of Southeast would have to stick together if any satisfactory higher education system were to survive. He pointed out that with the keen competition from the Anchorage and Fairbanks system, Southeast's programs would be decimated if the various communities in Southeast became embroiled in bitter infighting. After all, the Anchorage and Fairbanks service areas had the majority of Legislators in the state. Therefore, the only chance Southeast had was to combine our forces so that all Southeast Legislators would support our educational programs. With only three Legislators, Juneau certainly didn't have enough votes to get favorable consideration from the Legislature, and other cities in Southeast had even less. Combining the votes of all Southeast legislators, however, would greatly improve our chances for program approval and funding. Therefore, it was to everyone's best interest to work out their differences and develop programs, which would insure an adequate higher education delivery system for all Southeast Alaska. Marshall also stated that the "University of Alaska Southeast" had been tentatively selected as the name for the regional University subject to approval of the Board of Regents.

By the time of the University of Alaska Southeast Convocation on August 17, 1987, it was obvious that Marshall's effort had borne fruit. Though the Presidents of Ketchikan and Islands Community Colleges had resigned over the summer, Larry Boyer had been appointed Acting Director of the Ketchikan Campus and Dick Griffin had been appointed Acting Director of the Sitka Campus. They seemed to be well accepted in their new positions. These Directors, plus all their faculty and staff, participated actively in the Convocation activities. In fact, the Master of Ceremonies was from Ketchikan and the leaders of several of the sectional meetings were from Islands and Ketchikan. Further, the Sitka Campus was given responsibility for coordinating the Outreach program region-wide, and the Ketchikan Campus would focus on the Vocational and Technical training. This seemed to placate some individuals who felt that the Juneau campus would try to "hog the whole show."

I talked with many faculty and staff members from all the units and found very little concrete opposition to the reorganization plan. Everyone seemed to feel that Chancellor Lind would be fair in resolving all problems and that all concerned groups would be represented in the decision-making process. Though there was a “wait and see” attitude among some individuals, the general attitude was surprisingly positive. I left the meeting with the feeling that the University of Alaska Southeast was on its way to survival.

The 1987 fall semester at UASE began without any major difficulties. Students found little change in course offerings though there had been some changes in the organizational structure and the course delivery system. The administration of the Fisheries program had been transferred to Fairbanks and the remaining few Science and Math programs had been transferred to the School of Education and Liberal Arts. Though President O’Dowd had earlier proposed that the Master’s degree program in Business and Public Administration be transferred to Anchorage, both were still being offered in Juneau. The Master’s degree program in Vocational Education had been transferred to Anchorage, but this did not affect too many students in Southeast. Instead of a drop in enrollment, there was a slight increase.

The uncertainty about names for the units in Southeast Alaska was finally cleared up at the Board of Regents meeting held September 24th and 25th in Fairbanks. The name “University of Alaska Southeast” was approved for the region-wide unit. “Ketchikan College” and “Islands College” were approved for the units in Ketchikan and Sitka. It was noted that the abbreviation for University of Alaska Southeast Alaska would be “UAS”, not “UASE”.

Two other significant developments were reported in the October 2nd edition of the “Whalesong”, UAS’s student newspaper. Construction of the new 51,000 square foot library building was well under way, and completion of Phase One was expected on time. If the Legislature would just appropriate enough money to complete Phase Two, the building should be ready for use sometime in 1989.

The other “Whalesong” story reported that Dr. Beverly Beeton, Vice Chancellor for Academic Affairs, “is one of ten finalists for the post of President of the University of West Florida.” Though this announcement seemed to surprise some people, others had expected Bev to apply for positions which offered advancement opportunities. As it turned out, UAS did not lose her services after all. She was selected as one of the three finalists for the position, a very commendable performance, but was not selected as president.

As the fall semester neared its end, the UAS Whales basketball team continued to impress fans with its aggressive style of play, beating nationally ranked Central Washington University 96-94. The new Lady Whales team also did well, beating Sheldon Jackson College 84-67. Whales fans, as in the previous two years, rallied behind the teams, cheering them on at every game. However, the Whale’s winning streak began to fade and early high hopes for a playoff spot in the district tournament dwindled as the Whales wound up the season out of the running.

Chancellor Lind ushered in the 1988 spring semester with a positive evaluation of UAS's reorganization progress. The February 1st edition of the Juneau Empire reported that, "Enrollment at Southeast College campuses is up and Chancellor Lind says the restructuring of the University of Alaska system has had mostly positive effects." Lind also indicated that cooperation between Ketchikan, Sitka and Juneau campuses was strengthened by the consolidation, giving the campuses a similar goal as a regional entity trying to provide quality education. Further, reorganization made it possible to develop a single catalog for the Southeast campuses, providing students with one source for program descriptions and course offerings for each campus.

By late March of 1988 it was evident that another of Chancellor Lind's projects was proving to be successful. Late in the fall of 1987 he proposed an ambitious scholarship fund drive called "UAS Passport '88". Though many felt that the availability of the State student loan program made an endowed scholarship fund unnecessary, the drive received considerable support. In fact, the March 29th issue of the Juneau Empire reported that three new scholarships were now available to UAS students. These were the Jean Kline Memorial Scholarship, the Mike Miller Endowed Scholarship and the Roger Lang Memorial Scholarship. Each of these \$1,500 scholarships would go a long way toward providing necessary support for three worthy students at UAS.

In my opinion, Marshall Lind had turned a nearly impossible task into a success. He had started with three separate and sometimes hostile campuses with their own avid individual supporters and melded them into a workable regional organization, which was generally well accepted by all factions involved. I stated earlier that Marshall was the one individual with the experience and temperament to make reorganization generally acceptable. The results indicated that I was correct in my evaluation. A comparison with the reorganization problems which continued at the University of Alaska Anchorage and to a lesser extent at the University of Fairbanks showed just how much farther along UAS was in its restructuring and in the public acceptance of that restructuring. Of course, there were many problems yet to be solved, but I had confidence that Marshall would be able to come up with workable solutions.

As it turned out Chancellor Lind "grabbed the bull by the horns" and applied himself fully to the task of reorganizing the University system in SE Alaska. It soon became evident that he was very successful in meeting these goals, and by 1989 UAS was reorganized as a very valid branch of the University of Alaska.

Over the years UAS has continued to grow, in property, programs, personnel, and in student-body. Where there was once a student-body of less than a hundred, there is now nearly two thousand. Where there was one building, there are now several buildings around the Juneau area, with the latest, being a new library, performing arts pavilion, and new classrooms on the Auke Lake Campus. The faculty has grown from two teachers to a full faculty, covering many areas of education. What was once a small community college is now a fully accredited University with Associate, Bachelor and Master Degrees, and a fast growing Alumni Association.

It was my privilege to have been a part of this fine institution, from its beginning, through its struggling years, and until my retirement in 1984. With pride I have watched it grow and become an outstanding example of the fine education system of the University of Alaska.

APPENDIX I

BUILDINGS ON THE UAS, JUNEAU CAMPUS, 1969-2003

WHITEHEAD BUILDING; 8,632 SQUARE FEET; COMPLETED IN 1969

This was the first building on the Auke Lake Campus. It contained administrative office, library and four classrooms for the Juneau-Douglas Community College. When the University of Alaska, Southeast was organized in 1972, two of the classrooms were converted to offices to accommodate the expanded administrative staff.

The building was dedicated to Dr. William M. Whitehead and his wife, Dorothy J. Whitehead on December 8, 1972. Dr. and Mrs. Whitehead were very active in civic and social affairs in Juneau. Dr. Whitehead also served in the state legislature and on the University of Alaska Board of Regents.

Dr. Whitehead grew up in Virginia. He received his M.D. degree from the University of Virginia and completed his internship at Virginia Mason Hospital in Seattle. He moved to Wrangell, Alaska in the early thirties where he met Dorothy. They married and moved to Juneau, Alaska in 1934 where they lived until his death in 1966.

It is a curious coincidence that there were many similarities surrounding the deaths of Dr. Whitehead and his wife. They both died suddenly. He died from a heart attack in a hunting camp on Chichagoff Island in 1966. Dorothy died from an auto accident near Mt. Vernon, Washington in 1971. Further, both were age sixty-one at the time of their deaths and both died in the month of November.

The Whiteheads had five children, four girls and a boy, all born in Juneau.

NOVATNEY HALL: 11,557 SQUARE FEET COMPLETED IN 1972

The University of Alaska Southeast's Library was this building. The ground floor contained the registrar's housed on the top floor of this building. The ground floor contained the registrar's office and three badly needed classrooms. Moving the library left more room in the Whitehead Building for offices and classrooms.

The building was dedicated to Dr. Dorothy H. Novatney on May 11, 1976. Dr. Novatney came to Juneau from California for the dedication ceremony.

Dr. Novatney was an educator for most of her adult life. She was the founding Director of Juneau-Douglas community College. Since there were no buildings provided for JDCC at that time, Dr. Novatney arranged to hold classes in the Juneau public school buildings. Later, some leased space was obtained in the old Fifth Street School building.

Dr. Novatney accepted a position with the Alaska Department of Education in the late sixties and retired in September of 1971.

SOBOLEFF BUILDING: 11,352 SQUARE FEET COMPLETED IN 1973

This was the third building built on the Auke Lake Campus, but the first building which was predominantly classrooms. The first floor contained vocational-technical laboratories and the second floor contained classrooms and faculty offices.

The building was dedicated to Dr. Walter A. Soboleff on February 23, 1979. He was present at the dedication ceremony.

Dr. Soboleff is an Alaska Native and a leader in Native affairs. He served as minister of the Memorial Presbyterian Church which was located across the street from the current Federal Building in downtown Juneau. The church occupied the tract of land where the Juneau Fire Hall now stands.

Dr. Soboleff has lived in the Juneau area most of his life. He attended high school at Shelton Jackson School in Sitka and later studied for the ministry. He and his wife, Genevieve, were married in 1938 and two years later he began his Presbyterian ministry.

Dr. Soboleff retired in 1974, but remains active in the ministry and Native affairs. He and his wife live in Tenakee Springs near Juneau. He has an extensive library of books, artifacts and historical records which he has collected over the years.

HENDRICKSON BUILDING: 11,472 SQUARE FEET COMPLETED IN 1980

This fourth building on the Auke Lake Campus was built in two phases. The first floor housed the woodworking and carpentry laboratories and was completed in 1976. The second floor, predominantly classrooms, was added in 1980.

The building was dedicated to Waino E. Hendrickson on February 23, 1979, in a joint dedication ceremony for both the Soboleff Building and the Hendrickson Building. Both Dr. Soboleff and Mr. Hendrickson were in attendance at the dedications.

Mr. Hendrickson was born in 1896 in a home located where the Juneau Baranof Hotel now stands. He graduated from Juneau High School in 1916, and then spent two years in the army. After returning to Juneau he worked for the Alaska-Juneau gold mine and later worked on the city docks. In 1924 he married Marion Jones and they continued to live in Juneau. From 1927 to 1946 Mr. Hendrickson worked for Alaska Laundry, wherein he was also a stockholder.

Mr. Hendrickson's political career began in 1946 when he was elected Mayor of Juneau. He held this position until 1953 when he was appointed Secretary of Alaska by President Eisenhower. Since this position was second-in-command to the Territorial Governor, he served twice as Acting Governor; once when Governor Heintzleman resigned in 1957 and again when Governor Stepovich resigned in 1958.

After statehood in 1959, Mr. Hendrickson served as the first chairman of the Interior Department's Alaska Field Committee and later as director of the Juneau office of the U. S. Bureau of Land Management. He retired in 1965 but served for many years thereafter on the Alaska Board of Geographic Names.

Mrs. Hendrickson died in 1962 and in 1966 Mr. Hendrickson moved to Anchorage to live with his daughter. He died in 1983 and is buried in Juneau's Evergreen Cemetery.

ANDERSON BUILDING: 18,608 SQUARE FEET COMPLETED IN 1982

Like several other UAS buildings, the Anderson Building was built in two phases. Phase I (12,608 square feet) was completed in 1978 and Phase II (the 6,000 square foot third floor) was completed in 1982.

The Anderson Building housed the undergraduate and graduate fisheries program, so a suitable location was paramount. Finally, a site on salt water adjacent to the National Marine fisheries Service building on Auke Bay was selected. Not only could salt water be

pumped into the laboratories to facilitate research on salt water creatures, but also the adjacent Auke Creek provided opportunities for fish hatchery and other fresh water studies.

The building was dedicated to Clarence L. Anderson on January 20, 1984. Mr. Anderson was the first and only Director of the Alaska Territory Department of Fisheries, Commissioner of the Department of Fish and Game when Alaska became a state in 1959. He announced his retirement at the meeting in Homer, Alaska in 1961. He asked to be remembered as “Andy, the father of the Alaska Department of Fish and Game.” He died in 1966.

BILL RAY CENTER: 22,044 SQUARE FEET COMPLETED IN 1982

The Bill Ray Center was also built in two phases. The 11,200 square foot first phase was completed in 1977 and the 10,844 square foot second phase was completed in 1982. The building was located in downtown Juneau to better accommodate the business and public administration programs which served federal, state and local government and business employees as well as full-time students. UAJ’s long range plan, however, recommended that the Business and Public Administration degree programs be moved to the Auke Lake Campus to better integrate these programs with other degree programs and so students would not have to travel back and forth between campuses to take courses necessary to complete degree requirements. This move would make the Bill Ray Center the site for evening, community services and extension programs.

The building was dedicated to Bill Ray on March 3, 1977. Senator Ray had been instrumental in securing funding for the initial building and for the later addition.

Bill Ray led a very active life in Juneau. Among his other activities, he owned and operated several liquor stores. His greatest contribution to Juneau and to the state was his twenty-two years of service as a State Legislator; six years as a Representative and sixteen years as a Senator. As a member of the Senate Finance Committee, Senator Ray was very effective in obtaining financial support for needed capital projects in the Juneau area as well as ensuring that operating budgets for UAS and other local agencies were adequately funded.

Senator Ray retired from the Senate undefeated in 1986, but remained active in state and civic affairs. In 1988 he was appointed Project Manager for the Alaska Power Authority, working on the Snettisham and the Southeast Alaska energy projects.

WELDING LABORATORY; 5,887 SQUARE FEET COMPLETED IN 1981

It became apparent in the late 1970's that UAJ's vocational and technical programs needed more space than what was available on the Auke Lake Campus. Further, in order to serve the instructional needs of the fishermen, pleasure boaters, and others whose interests were tied to the sea, a waterfront location was essential. Finally, after long and tedious negotiations, a site on the downtown waterfront between Harris and Aurora harbors was purchased. Most of the old buildings were demolished, but one was suitable for re-modeling onto a welding laboratory, which was completed in 1981 but was never dedicated.

MARINE CORE BUILDING; 37,250 SQUARE FEET COMPLETED IN 1985

Phase I of the Marine Building was completed in 1983 and Phase II was completed in 1985. At the time of its completion, this was by far the largest UAJ building. When coupled with the adjacent Welding Laboratory, there was sufficient space to house all the vocational-technical programs existing at UAJ. Welding, diesel mechanics, auto mechanics, boat building and repair, woodworking, carpentry and drafting were all adequately housed in the two buildings.

As part of the improvements on this site, a large mobile boat lift was installed to facilitate the repair of boats up to fifty feet in length. Further, a pedestrian overpass was installed over Egan Drive so that Juneau-Douglas High School classes could be accommodated in the new facilities.

Though there were some suggestions to name the new building for long-time Juneau Representatives Jim Duncan and Mike Miller, who had been instrumental in acquiring funding for the building, no decision was made.

MOURANT BUILDING: 15,776 SQUARE FEET COMPLETED IN 1983

When completed, the first floor housed the administrative offices of UAJ and the second floor housed the student center, bookstore and cafeteria.

The Board of Regents approved naming the building after Rob Mourant on June 24, 1982 while the building was still under construction.

Rob attended the University of Washington for a year before returning to Alaska where he attended the University of Alaska Anchorage for two years. While at UAA Rob was instrumental in organizing the student government, serving as a Student Senator. He

was a founding member of the statewide Alaska Student Lobby in 1977 and was lobbyist for UAA.

Rob transferred to UAJ in 1979 and received his Bachelor of Business Administration degree in 1981. As in Anchorage, he was instrumental in organizing student government on the UAJ campus and served as President of the student body organization in 1979-1980. He participated in a national convention of the American Student Association and was named Young Man of the Year by the Juneau Chamber of Commerce in 1980.

Rob married Sandy Riddell, daughter of Juneau dentist, Norman Riddell. Dr. Riddell retired about the time Rob received his degree, and enlisted Rob to help him develop a fish hatchery on Chichagoff Island north of Sitka. Dr. Riddell's son, Randy, a fisheries biologist stationed at Little Port Walter, was also assisting his father in the development of the new hatchery.

On August 18, Dr. Riddell and Rob flew from Juneau down the east coast of Baranof Island to Little Port Walter in Dr. Riddell's Cessna 185 amphibian airplane. There they picked up Randy and his wife, Judy, and took off for Chichagoff Island. Soon after take-off, Dr. Riddell filed his flight plan by radio. A few minutes later, the Flight Service Station tried to contact Riddell by radio, but was unsuccessful. The plane and its occupants were never seen nor heard from again. Though the Civil Air Patrol and many other pilots combed the area thoroughly, nothing was ever found.

Soon after the accident, Rob's wife, Sandy, moved to the state of Washington with their newborn child. She later remarried.

When students returned to the UAJ campus in the fall of 1981, Rob's tragic death weighed heavily on their minds. As a consequence, they soon began a campaign to name the first student center the Maurant Building, after Rob. There was general approval of this proposal, culminating in favorable Board of Regents action on June 24, 1982.

STUDENT HOUSING; 77,900 SQUARE FEET COMPLETED IN 1985

For many years the lack of student housing had been a limiting factor to the expansion and continuity of academic and student activity programs at UAJ. After funding was finally received construction began in 1984 on a 200 bed student housing complex on a beautiful site northwest of the campus which was obtained from the City and Borough of Juneau. Seven chalet-style student dwellings were built as well as an 8,900 square foot student lodge. Though the complex was completed in 1985, some deficiencies in the construction caused problems, which resulted in litigation between the University and the construction company, the deficiencies were not serious enough to prevent use of the facilities but they needed correction.

The students generally liked the apartment-style living which the student housing afforded. It provided an excellent place for study, informal get-togethers, and TV viewing as well as more formal parties and ceremonies.

MISCELLANEOUS BUILDINGS

SOBOLEFF ANNEX

In addition to the permanent buildings described above, there were various temporary buildings which were temporary buildings which were erected on the Auke Lake Campus and a few older houses which were on various parcels of land adjacent to the campus which had been purchased over the years.

The Soboleff Annex is the oldest of the temporary buildings. It was actually two modular buildings which had been attached together and covered with a shake roof and siding. These buildings were originally sited on the present parking lot of the Bill Ray Center in the mid-seventies. They housed the business division of JDCC, with Robbie Stell as Director. After the Bill Ray Center was constructed, these modular buildings were moved to the Auke Lake Campus between the Soboleff Building and Auke Lake.

Over the years this annex has been used as a student center, bookstore, adult learning center, Facilities and Planning office and is currently being used as the Chancellor and Provost offices.

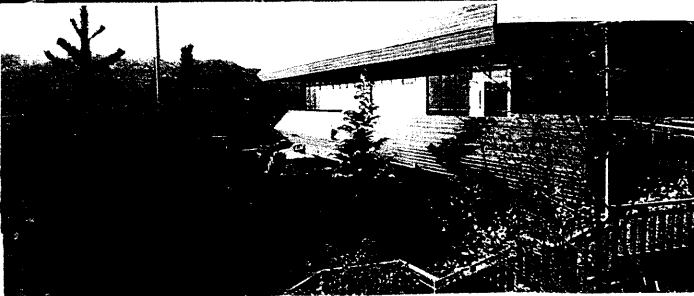
HENDRICKSON ANNEX I AND II

Hendrickson Annex I and II were new modular buildings which were erected below the Hendrickson Building in 1883-84. These temporary classroom buildings were erected to ease the severe classroom and office space shortage on the Auke Lake Campus. As is true with other temporary buildings, it always seems that the need for extra space continues, so "temporary" often means "permanent".

Several tracts of land near Auke Lake Campus were bought over the years for future campus expansion. Generally, older houses were situated on these tracts and were included in the purchase price. Two of these old homes were in such bad condition that they had to be demolished, but some are still in use today.

Over the years, as UAS expanded, more property was acquired. With the continued growth at UAS even more expansion will be needed.

THE UNIVERSITY OF ALASKA SOUTHEAST



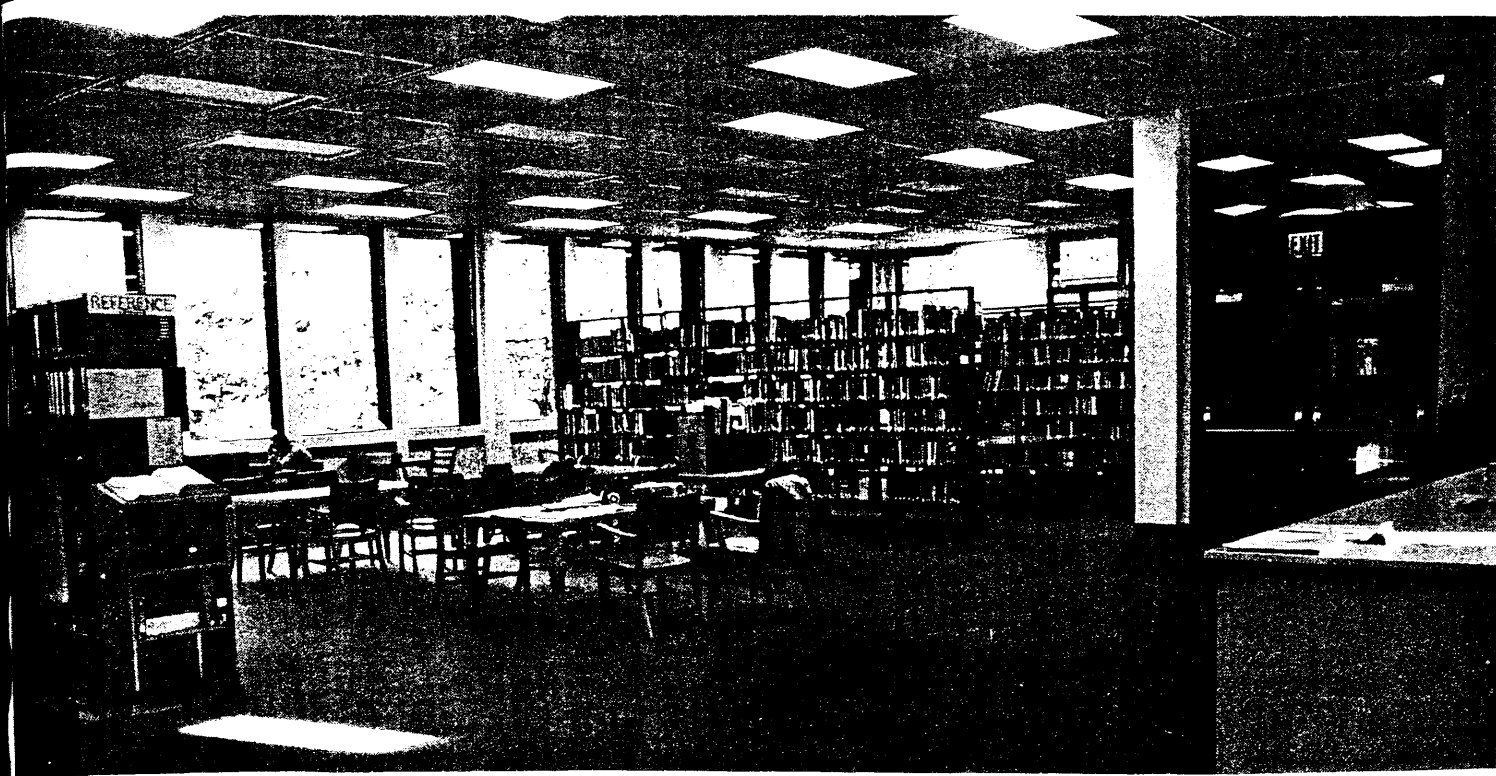
CAMPUS BUILDINGS



MENDENHALL GLACIER

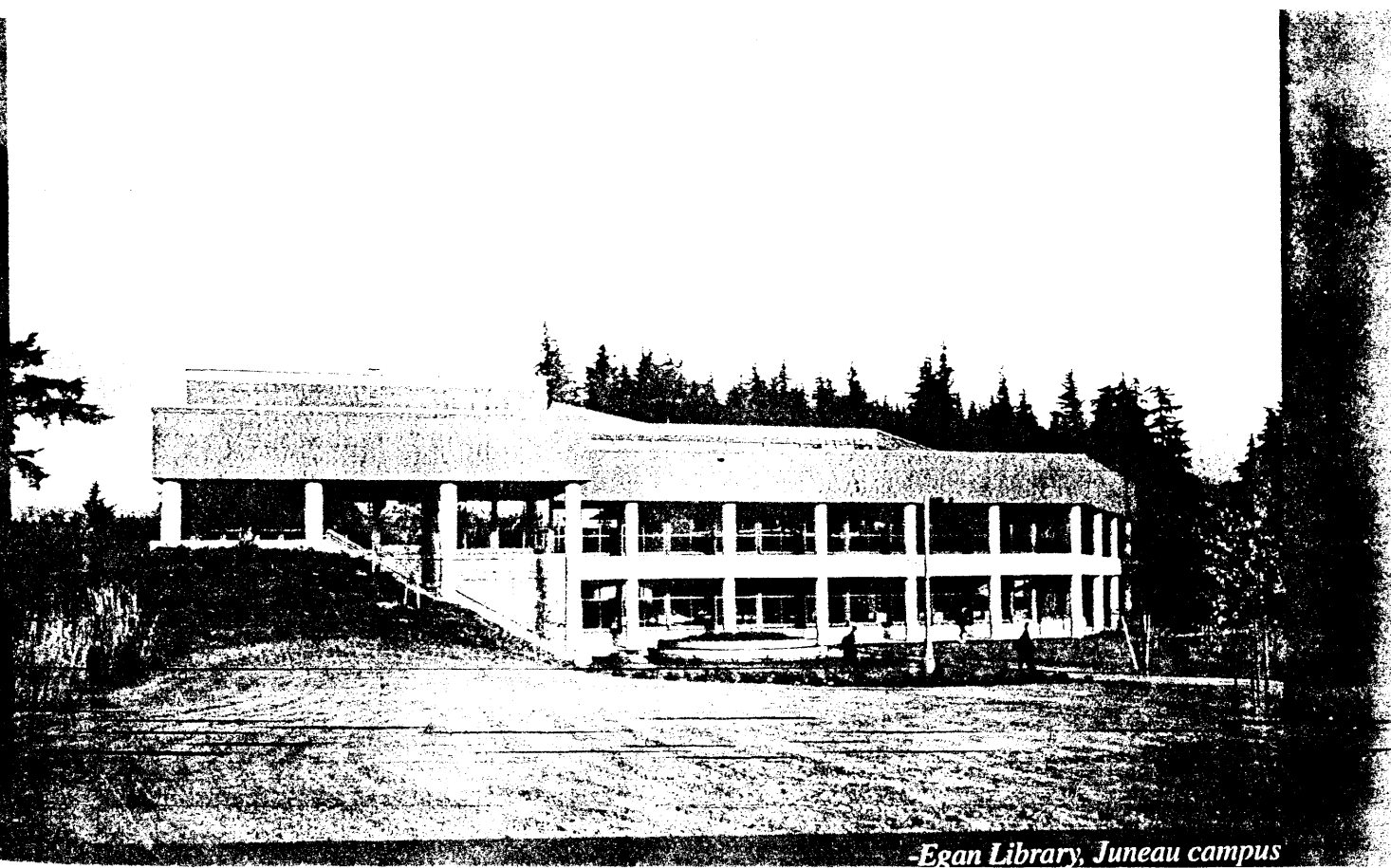
FIRST THREE BUILDINGS BUILT ON
JUNEAU CAMPUS
(Mendenhall Glacier in background)



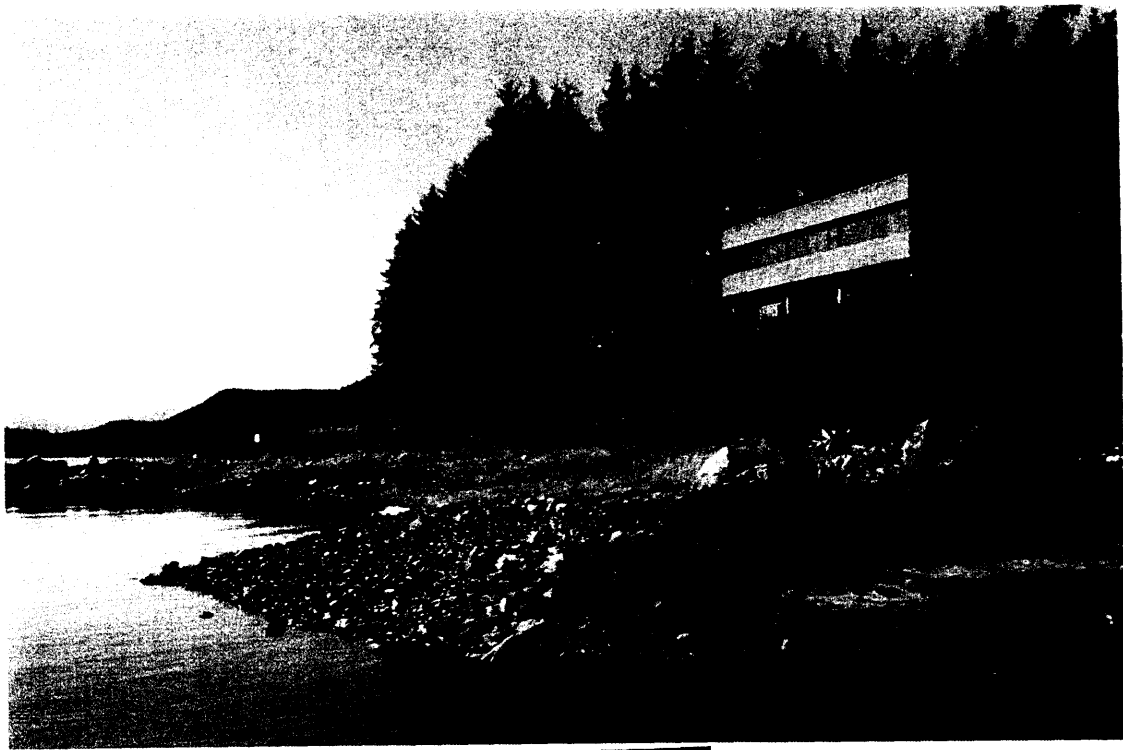


FIRST JUNEAU COMMUNITY COLLEGE LIBRARY

NEW EAGAN LIBRARY ON THE UAS CAMPUS (2003)



Egan Library, Juneau campus

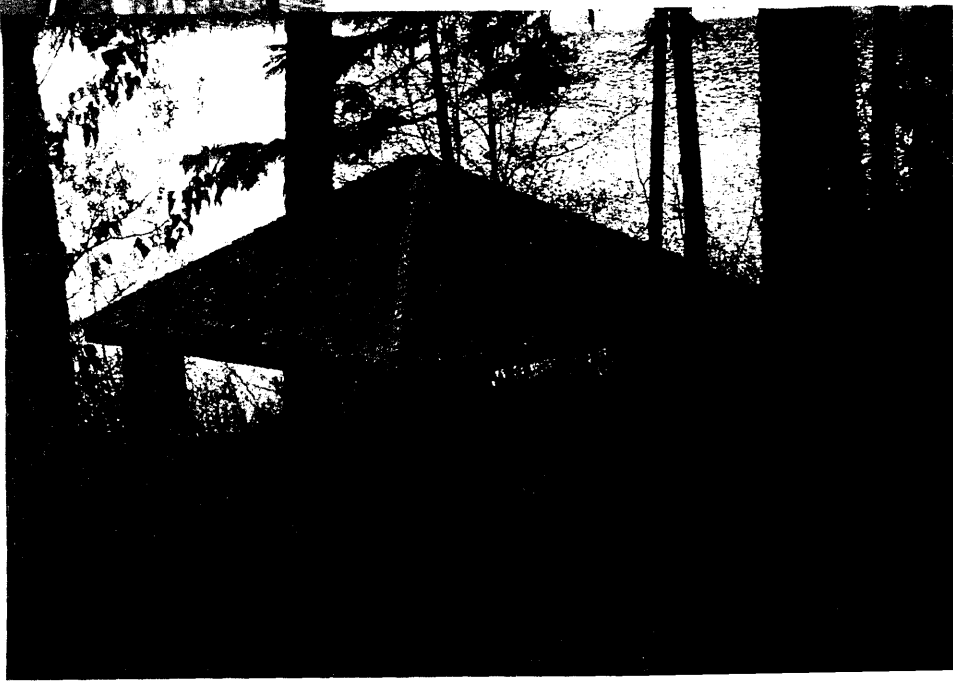


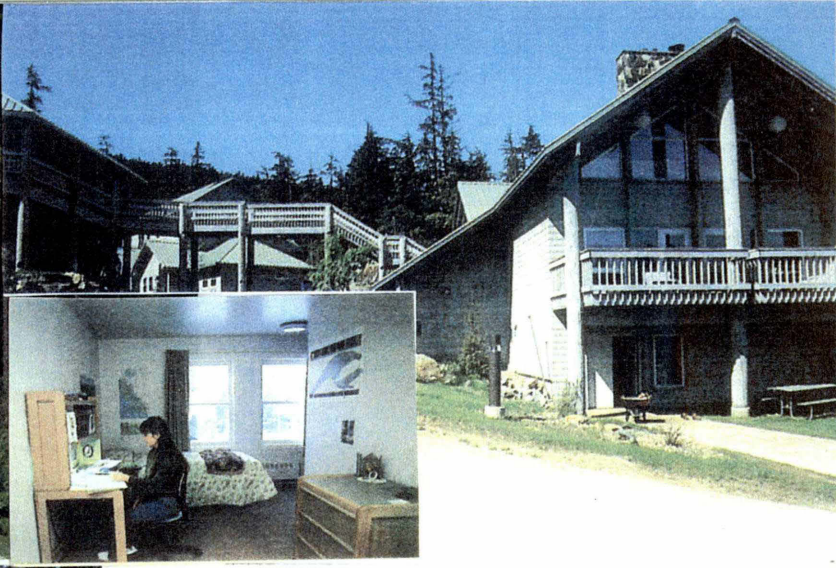
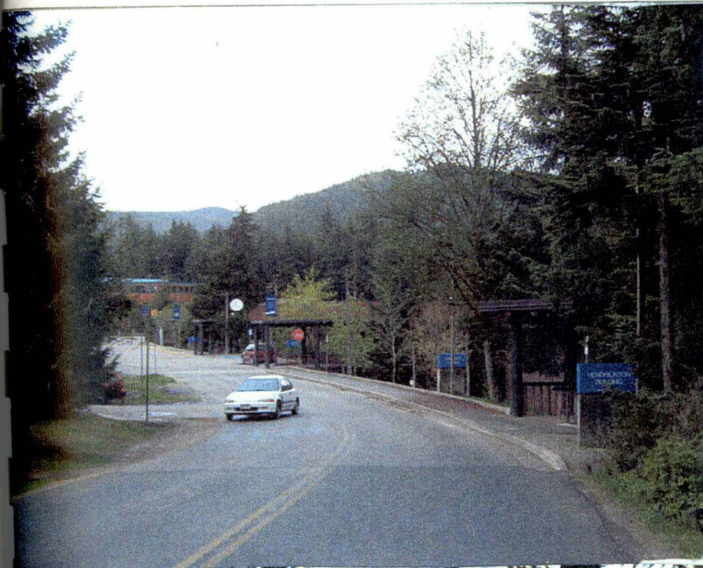
ANDERSON BUILDING



PERFORMING ARTS PAVILION

GAZEBO

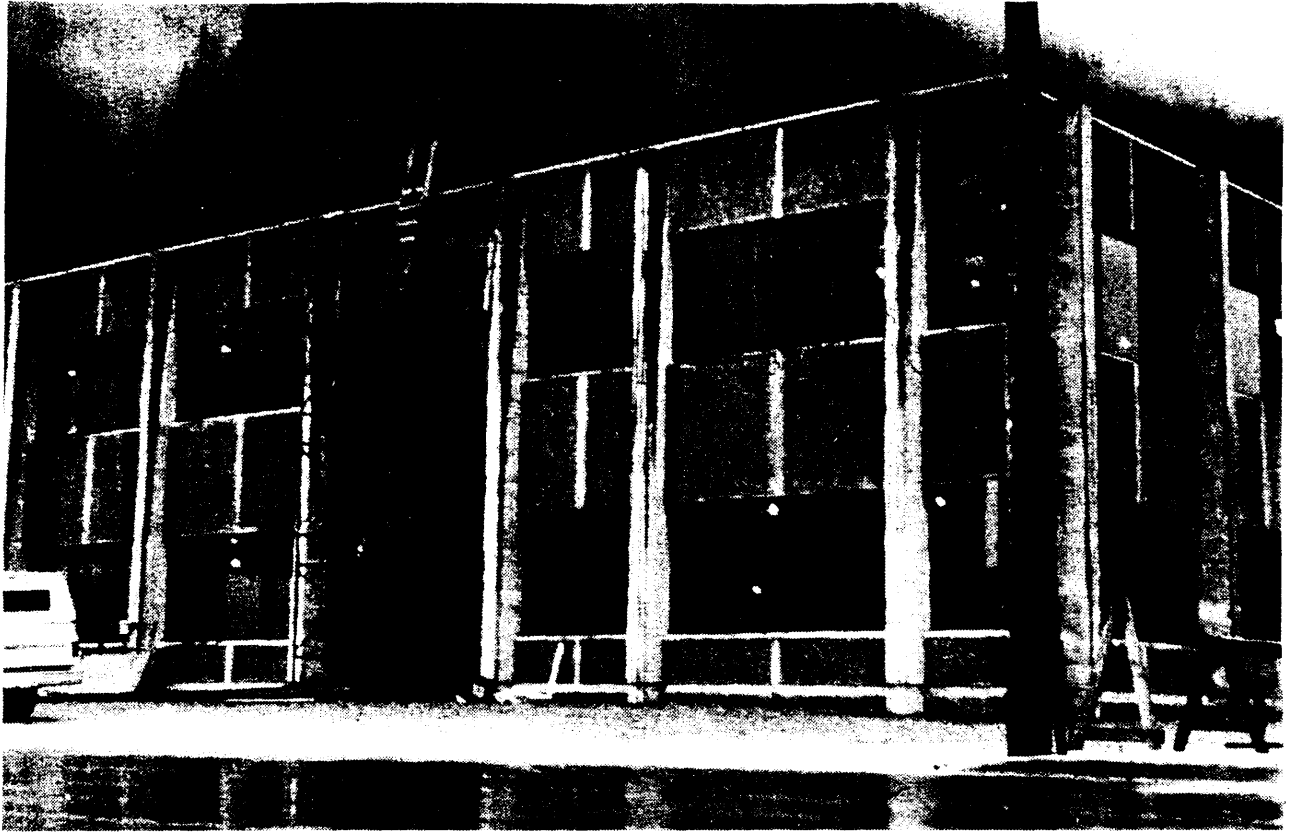




**CAMPUS BUILDINGS
STUDENT HOUSING
AND BALD EAGLE**



The Bill Ray Center



THE DOWNTOWN CENTER was named the Bill Ray Center, honoring the veteran Alaska senator from Juneau.

VOCATIONAL/TECHNICAL BUILDING



05/14/2003



MICHAEL PARADISE

Chancellor

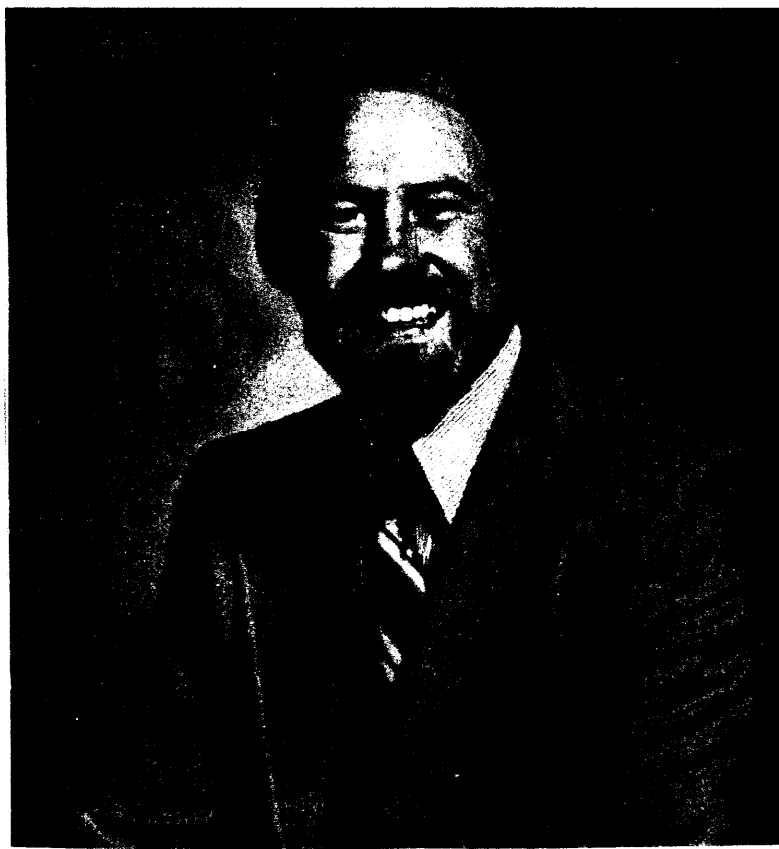
W. RUSSELL JONES

Acting Chancellor



MARSHALL LIND

Chancellor



ROBERTA STELL

Provost